

केरल में कृषि एवं ग्रामीण विकास के लिए सामाजिक उद्यमिता :

मित्रनिकेतन का एक आलोचनात्मक अध्ययन

**SOCIAL ENTREPRENEURSHIP FOR AGRICULTURAL
AND RURAL DEVELOPMENT IN KERALA: AN
ANALYTICAL STUDY OF MITRANIKETAN**

REJULA K.



**DIVISION OF AGRICULTURAL EXTENSION
INDIAN AGRICULTURAL RESEARCH INSTITUTE
NEW DELHI – 110012**

2011

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ANALYTICAL STUDY OF MITRANIKETAN**

By

REJULA K.

A Thesis Submitted to the Faculty of Post-Graduate School,
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This is to certify that the thesis entitled “*Social Entrepreneurship for Agricultural and Rural Development in Kerala: An Analytical Study of Mitraniketan*” submitted to the Faculty of the Post-Graduate School, Indian Agricultural Research Institute, New Delhi, in partial fulfillment of the requirements for the degree of **Master of Science in Agricultural Extension**, embodies the results of bona fide research work carried out by **Ms. Rejula, K.** under my guidance and supervision, and that no part of this thesis has been submitted for any other degree or diploma.

It is further certified that any assistance and help availed during the course of investigation as well as sources of information have been duly acknowledged by her.

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Place: New Delhi

Date: 30-06-2011

Dedicated to ...

Almighty –The Creator

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INTRODUCTION

Entrepreneurs are innovative, highly motivated, and critical thinkers. When these attributes are combined with the drive to solve social problems, a social entrepreneur is born. Social entrepreneurs and social enterprises share a commitment to furthering a social mission and improving society. *Social Entrepreneurship* is recognizing and resourcefully pursuing opportunities to create a social value. It is the practice of responding to market failures through transformative and financially sustainable innovations aimed at solving social problems. Harnessing private entrepreneurship to deliver public goods and services to those in need is an emerging intervention to address the causes of chronic poverty in the country and foster agricultural and rural development.

The concept of entrepreneurship, long hallowed in the context of business and economic ventures, has been increasingly applied in the context of social problem-solving (Dees, 1998). The challenges of finding effective and sustainable solutions for many social problems are substantial, and solutions may require many of the ingredients associated with successful innovation in business creation (Alvord, 2004).

While delivering his Nobel lecture on 10th December 2006 Muhammad Yunus declared “*by defining entrepreneurs in a broader way, we can change the character of capitalism radically and solve many of the unresolved social and economic problems within the scope of free market.*” He further added that social entrepreneurship is an integral part of human history. “*Most people take pleasure in helping others. All*

religions encourage this quality in human beings. Governments reward social entrepreneurs by giving tax breaks. Special policies are conceived for them to create legal entities to pursue their objectives. To achieve their objectives, some social entrepreneurs spend money to operate their programmes. Some just give away their time, talent, skill or such other contributions which are useful to others.” (Yunus, 2006).

Thus, while on one hand, groups of enthusiastic people were trying to apply the basic principles of entrepreneurship for solving social problems and evolving institutions for capacity building, on other hand, the challenges of poverty, malnutrition, illiteracy, across developing nations are mounting.

While discussing about *‘Millennium Development Goals: Challenges and the Way Ahead’*, Kofi Annan, former Secretary-General of United Nations reminded us:

“We are still far from achieving what we set out to do. Too many people remain caught in extreme poverty, too many remain hungry and sick, too many mothers die in childbirth, and too many children still do not go to school. We are also not yet doing enough to meet basic needs and fulfil basic rights, to protect the environment, to build effective international partnerships for development, or to harness private entrepreneurship to deliver public goods and services to those in need.” (Annan, 2010 The Hindu).

This shows the significance of the vital role that social entrepreneurs need to play in the present scenario where neither public sector nor any non-profit organization alone can meet the emerging challenges in the socio-economic development of disadvantaged people.

While the social upliftment of disadvantaged people has been a goal for many centuries, the approaches adopted by social change agents have evolved over a period of time. Although social entrepreneurship is now quite a popular phenomenon worldwide, it has its origins in the initiatives taken up by social reformers and social workers of early 19th century. Later, the sociological thought on social change, social reform and social work had evolved over time thereby enriching the domain of social change. Many social workers had also developed various approaches, methods and techniques of social work and social change.

Hence an understanding of the historical evolution of social work and its various ideologies and their discussion is relevant here.

Social Work and Social Entrepreneurship

Historically, social work began as an activity which aimed at bringing relief to individuals – and sometimes whole groups – at the level of the basic physical needs of food, clothing, and shelter. Every society develops adequate institutionalized means of social roles, responsibilities, and resources. But the occurrence of destitution is regarded as a partial failure of the institutions to meet the needs of people.

In medieval Indian society, the problem of indigence (deprivation, destitution and poverty) was mitigated largely by the particular norms of mutuality of obligations associated with the functioning of the joint family, the caste system, *Jajmani* system, *Madhukari*, *Sadavrata* systems (Bakshi, 1986). People, whose needs could not be met through these systems, were provided succour through religious channels and secular machinery of the state.

During the sixteenth, the seventeenth and the eighteenth centuries, India saw outbreak of frequent and severe famines which swept across the countryside and resulted in widespread starvation and death. The kings responded with royal charity and doles to mitigate the crisis on *ad hoc* basis but there were no systematic efforts to address the problem on a broad basis. The social conscience of the individual citizen and the concern for the community as a whole for deprived and needy sections of the population expressed itself primarily through religious channels. All religions prevailed during this period, through their various tenets of giving alms, feeding poor on festivals, serving God through serving man, provided support and succor to the needy. Islam provides for *Zakat*, a system of donating a part of their earnings to the poor and needy on a regular basis. While temples have '*Bhandara*', *Gurudwaras* have a system of '*Langar*' for feeding devotees and the poor.

The nineteenth century is noted for the feverish activity of its untiring social reformers who broadened the social awareness of the community to recognize the special needs of women and of lower caste groups. Another notable feature was the growth of residential institutions of organised and sustained care, of which mention may be made of efforts by Jyotiba Phule (Orphanages for girls), Dr. Bhandarkar and

Justice Ranade (*Prarthana Samaj*), Raja Rammohun Roy (*Brahmo Samaj*), Swami Vivekananda (Ramakrishna Mission) and Dayand Saraswati (*Arya Samaj*). Incidentally, another fact to be noted is the emergence of a group of dedicated people who devoted their efforts in administration and management of these formal instruments of care and relief with a social service orientation rather than as a religious calling. Thus the tone and tenor of social work changed in many ways: moving towards social reform, moving away from dole and charity and moving towards organized efforts for enabling the poor and downtrodden in society.

The twentieth century presented a much more complex picture. By the end of the first decade, the economic and political situation had grown worse in the British *Raj*. The solutions offered by the social reformers and social service institutions appeared far too inadequate, if not irrelevant. With the appearance of Mahatma Gandhi on the political scene the language of debate had become stronger. Though the number of social service institutions grew, they could never expect to alter the basic situation that gave rise to want and need. Mahatma Gandhi felt that the situation of need and want was too generalized to be met by the efforts of a few devoted workers or the philanthropy of a few well-to-do individuals. What was called for was not *help* but *self help* – self help on the level of the entire community. The Constructive Programme proposed by Gandhiji provided the *modus operandi* for this manoeuvre of self help on a comprehensive, community basis.

Redefining Social Work

The indigence and destitution of individuals was not a consequence of their particular handicap, but resulted from a basic malady characterizing the entire economic and political structure. Social work, or social service in the traditional sense, was of no avail. The situation called for a redefinition and readjustment of social, economic, and political relationships. The redefinition that Gandhi provided was based on the concept of a self-sufficient village community where the large-scale processes of mechanization found no place. One produced for local consumption, not for an export market. The local community would reassert itself through the revival of *Panchayats*, i.e., councils of elders, and by boycotting the agencies of central control.

Undoubtedly Gandhi was a social reformer and always realized the fact that unless our society did not devise practical means for its emancipation from age-old social disabilities, it would not be able to mobilize itself on sound footing for a long-drawn programme against the *Raj* which had taken deep roots in our soil (Bakshi, 1986).

Distinguished British historian Judith M. Brown, the Beth Professor of Commonwealth History at Oxford said thus in her inaugural lecture on 29th April 1991: 'Gandhi argued that pure water, clean roads, effective sanitation, simple nutritious food and sufficiency rather than increasing production and consumption were the very stuff of *Swaraj* or self-rule.' (quoted by Pinto, 1998).

Gandhi's choice of the word *Swaraj* was deliberate, for in Gandhi's politico-moral lexicon this term as others had a distinctive meaning. In the words of Gandhi:

"The root meaning of *Swaraj* is self (*swa*) - rule (*raj*). *Swaraj* may, therefore, be rendered as disciplined rule from within ... 'Independence' has no such limitation. Independence may mean license to do as you like. *Swaraj* is positive. Independence is negative. The word *Swaraj* is a sacred word, a Vedic word, meaning self-rule and self-restraint, and not freedom from all restraint which 'independence' often means."

His vision of village communities working for their own regeneration on a multifaceted front has been retained and made into a philosophy of the Community Development Programme of the Government.

Apart from the Community Development Movement, one can see the continuity of the Gandhian approach to social problems in the works of the members of the *Sarva Sewa Sangh*, *Bhoodan* (land gift) *Movement* and some others to work in rural and tribal areas. Several Gandhian followers and other social workers were moved by the basic values of Gandhian philosophy and started working through their own social work organizations.

One such social work venture is *Mitraniketan*, a voluntary social organization being run in Vellanad, near Thiruvananthapuram in Kerala. It has a Krishi Vigyan Kendra, sponsored by ICAR, which won the National Award for Best KVK in the country for the biennium 1998-99.

Mitraniketan

Mitraniketan was founded by Padma Shri K. Viswanathan in 1956. *Mitraniketan* is well known in India and abroad as a Kerala based voluntary NGO that has pioneered people-centered holistic rural development for improving the quality of life and living of village communities. Vision of *Mitraniketan* is to evolve an alternative development paradigm with a focus on sustainable rural development. Its mission is “*Progress of society through the total development of individual*”.

Mitraniketan means 'abode of friends', and indeed has a resident community living in serene compound of a small ashram type natural surroundings and engaged in variety of creative, development activities. It has an activity pattern that is experimental and innovative. It is an education based community which imparts community based education through participatory teaching-learning methods and emphasizes the dignity of labour. It promotes sustainable agriculture and farming practices that are environmental and farmer friendly. It seeks to blend tradition with modernity and indigenous knowledge system with other knowledge systems.

Challenges and Demands

The mission of *Mitraniketan* was stated to achieve progress of society through the total development of individual, which is quite akin to the goals of extension education whose mission is ‘*destination man*’, where the focus is on enabling individual's capabilities with a strong faith in people and their capabilities. The subject of research here was to understand the way *Mitraniketan* is achieving its goal of holistic development through people's participation and challenges it is facing in the process of social change.

So social change is the prime goal that was envisaged by many social reformers. They aimed at changing the society through social work. Earlier social workers had a vision of their own and relentlessly pursued social change through personal sacrifice, zeal, social awakening, voluntarism, and social work at grassroots level. But over the years, while attempting up scaling of their social work, they experienced financial crunch and felt charity alone being insufficient. Moved by the genuine interest and good work of these social work organizations some donor agencies started ‘*financing philanthropy*’ on a project basis, but demanded better management of funds. To meet

these new challenges, social work organizations too have started running their organizations in a business-like manner with application of advanced management tools and techniques. Young enthusiasts with adequate technical background and a motive for social service had entered into social work and they brought in professionalism in social work. Thus social work has become more organized and assumed the level of entrepreneurship, but with enhancing social value and social transformation.

Social change, social entrepreneurship and its various methodological issues are nebulous and continuously evolving. Social transformation has been bestowed with many practitioners in highly varying hues, eagerness and actions. While some social entrepreneurs emphasize on 'direct action' and take head on tackling a social issue at grassroots level, some others put their efforts in social service and social work and yet some others engage themselves in social activism, in 'indirect action' by way of campaigns and advocacy. All these social agents can be termed social entrepreneurs, as they all aim for value in the form of large-scale transformational benefit that accrues to society. *Mitraniketan* has also evolved over the last five decades and requires a thorough analytical look into the various issues of social entrepreneurship.

Statement of Problem

While *Mitraniketan* is providing laudable social service to the community over the last five decades, especially in agricultural and rural development sector, it is worth noting that the NGO is able to sustain its various activities over a period of time through some specific strategies of arranging continuous flow of funds for their philanthropic social work as well as developing committed social workers in the form of veterinary assistants, teachers, and other work force needed to support their field activities as well as for running their workshop units. Although *Mitraniketan* was started as a social work organization in the mid 1950s, with the help of voluntary contributions (in terms of time, efforts and money) from many friends and local people, it survived and gradually evolved itself into a viable social enterprise over the years and continues, to serve the people to this date.

A cursory look into their activities for improvement of agriculture and allied enterprises of local people revealed new alternative extension approaches being in

operation. Hence, the researcher's natural curiosity brought out a few questions: How did *Mitraniketan* sustain its education and training activities? How could *Mitraniketan* elicit people's participation in all its activities? What are the technological innovations and new alternative extension approaches that *Mitraniketan* evolved over time? How could *Mitraniketan* strike a reasonably good balance between their philanthropic social work and social entrepreneurial pursuits? Answers to such questions would enrich the extension education discipline with alternative extension approaches and philosophy, in addition to providing some useful guides in public-private partnership with NGOs for agricultural and rural development. Hence a research investigation was planned to address the following research questions:

Research Issues:

1. What are the social and philosophical bases of establishing and running of *Mitraniketan*?
2. What are the technological innovations and alternative extension approaches evolved by *Mitraniketan* for people-centric holistic growth and sustainable development of rural areas?
3. What is the socio-economic impact of *Mitraniketan's* efforts on agricultural and rural development?
4. What are *Mitraniketan's* efforts in balancing the *non-profit* social charity and *for-profit & earned-income* strategies of their social venture?
5. What are the constraints in running a voluntary organization as a social enterprise venture?
6. What suitable measures can be suggested for up scaling *Mitraniketan* model of social entrepreneurship?

Keeping the above mentioned research issues in mind, a research investigation was planned with the overall objective of analyzing the contribution of *Mitraniketan* as a social enterprise to the all round development of rural areas of Vellanad in Kerala, in addition to maintaining its own survival and sustenance. However, the specific objectives are as under:

Specific Objectives:

1. To examine the social and philosophical bases of establishing and running of *Mitraniketan*
2. To analyze the technological innovations and alternative extension approaches evolved by *Mitraniketan* for people-centric holistic growth and sustainable development of rural areas
3. To measure the socio-economic impact of *Mitraniketan's* efforts on agricultural and rural development
4. To analyze *Mitraniketan's* efforts in balancing the *non-profit* social charity and *for-profit & earned-income* strategies of their social venture
5. To analyze the constraints in running a voluntary organization as a social enterprise venture
6. To suggest a strategy for up scaling *Mitraniketan* model of social entrepreneurship

Scope of the study

It is very essential to recognise the existence and functioning of social enterprises. Once we have recognised them, supportive institutions, policies, regulations, norms, and rules will come into being to help them enter the mainstream of development.

The principles, philosophy, and methodology being followed by *Mitraniketan* were focused on holistic development. The study aimed to unravel the philosophy and processes being followed by *Mitraniketan*, the *social enterprise*, obstacles faced by them and analyse the prospects of scaling it up at national level. The study aimed to understand the way the strategies followed for maintaining philanthropic charity and for developing income generating enterprises within the social enterprise. The lessons learnt in the study may also be incorporated in designing future policies and rural development programmes with public-private-partnership model with identified social work (non-government) organizations in areas unreached by development bureaucracy. The results of the study will be useful for policy makers, researchers, as

well as for everyone concerned in their application and diffusion across society and post-graduate students in their future studies.

Limitations of the study

The major limitation was with respect to the duration of the study. Some aspects, which require longitudinal studies and observations that are time dependent, could not be studied as it was a student research constrained by funds and time. The study was unique as it could focus only on one social enterprise and so the results of the study may have a limitation of applicability to such social enterprises and non-government organizations working in rural areas only.

Presentation of the thesis

The thesis is presented in six chapters: *First*, **Introduction**, which discusses the relevance and the specific objectives, along with limitations of the study; *Second*, **Background**, which includes the discussion on different concepts used in the study and the review of the relevant past research; *third*, **Research Methodology**, which covers the research design, sampling procedure, measurement of variables and statistical tools used for carrying out the data collection and analysis. *Fourth chapter* The **Research Papers** included the six Research Papers based on the six specific objectives of the study; *fifth*, **The General Discussion**, focused on synthesizing the results and analysing the relevance of the present study; and finally, the *sixth*, **The Summary and Conclusions** where in the results of study were summarized with implications to draw specific conclusions. Abstracts of the thesis are presented in English and Hindi. The references and appendices are given at the end.

BACKGROUND

Keeping in view the focus of the study on Social Entrepreneurship for Agricultural and Rural Development, a comprehensive review of the previous research studies related to the topic has been done in accordance with the objectives of the present study and is presented under the following sub headings.

- 1. Philosophy of Social Work and Social Entrepreneurship**
- 2. The ‘Entrepreneurship’ and ‘Social Entrepreneurship’: Concept Growth and Differences**
- 3. Innovative, Alternative Extension Approaches evolved by Social Entrepreneurs**
- 4. People’s Participation in Rural Development**
- 5. Socio -economic Impact of Social Enterprises on Client System**
- 6. Sustainability of Social Enterprises**

2.1 Philosophy of Social Work and Social Entrepreneurship

Social work has been described as an embodiment of the social conscience: it might equally well be called an element in man's awakening. Social workers are everywhere typically employed at those spots where the social conscience is most tender. That is

to say, at those points where we feel guilt or an ambivalent humanitarianism or sometimes true compassion about what are called social failures.

And it is surely significant that by this term we used to mean people who had failed, whereas now we also mean people whom society has failed to help. Social worker is concerned with all those whom, for whatever reason, the community has isolated. As a manifestation of this concern, the social worker listens to what they have to say without preaching, but build bridges between them and the rest of the community. This is one way in which social work embodies social conscience.

Another way is by seeking to help a wide range of more or less ordinary people, people who live in those communities where life is grossly constricted... where existence is hard... where families see no hope that their own efforts might enrich life in their familiar surroundings for them and their children. This social paralysis in some places, or social anaemia in others, may affect old custom-bound rural communities sunk in poverty, disease and ignorance (Younghusband, 1964).

Social workers will not be of much use unless they are able to get alongside such people, to listen to what they want to say, to understand with imagination what life is like for them, how frustrated they are in meeting the universal human needs for food, clothing, shelter, love, recognition, a sense of personal worth, a secure place in the community, and for a belief in some coherent and beneficent purpose to life.

It is implied in all that has been said so far that social workers must have an ingrained respect for people, not because they are respectable, (many of social work's most regular clients will not be), but because they are human beings. It is ultimately in this, in the dignity and worth of man that the philosophy of social work rests. Sometimes this may be solely a humanistic ethic; sometimes it is based upon a religious belief in man as the child of God. Hence, social work involves hard work with tender care.

As Rudyard Kipling once expressed it:

*'... Gardens are not made
By crying "oh how beautiful!" – and sitting in the shade.'*

Knowing how to make garden is both an art and a science, an applied art and science which require much hard work to achieve results. Social work is no different (quoted by Bakshi, 1986).

Father Biestek has put in nutshell all that needs to be said about the social worker in the following sentence: '*with the motive of love, he strives for skill in the use of the wisdom of sciences to help his brother in need.*' (Biestek, 1961).

The marriage of social work to professionalism was not likely to be easily accepted. Social work has all along been closely associated with the idea of personal sacrifice on the part of the worker – sacrifice of time, money, and energy on the part of those who support or participate in its activities. The incentives for undertaking such activity may be provided by considerations which are religious, humanitarian, those of social recognition, or those of social advantages. To the extent that social work becomes a profession it pleads that even social can be a way of earning one's livelihood. It also emphasizes that a readiness to sacrifice is in itself not a sufficient qualification for a social worker. It further says that in many situations a professional worker who has had the necessary training in skills and who, since his livelihood is provided for, gives his whole time to his work is the best fitted for his work. The social worker cannot be a bountiful giver; he has to be a participant in a process which has for its objective *the enabling of the individual to help himself*.

The social worker's job in India primarily calls for the fostering of attitudes, institutions, and processes in community that would lead to greater production and a more equitable distribution of the means of life and subsistence.

In a sense the goals of such an activity are the same as in the West. They are on the one hand to create an environment in which the maximum possible opportunities are available to every individual for his mental, physical, and spiritual growth, on the other, to fit the individual in a manner that he can derive the most from his environment so that such growth is possible (Bakshi, 1986).

2.1.1 The Professional Social Worker

As a member of the society the social worker is both a giver and recipient of services. He works in many diverse situations. He works with individuals, groups, as well as communities. He works with individuals who are poor and need material assistance, with those in mental anguish, those who are ailing in hospitals, and those who have difficulties in their relationships with others.

An important principle in social work is the requirement that the worker 'accept' the client as he is. It implies the suspension of moral judgement on the part of the worker, a genuine concern for the well-being of the client, and a willingness to offer such professional assistance as he is capable of.

The object of professional social work is not only relief but also rehabilitation. The successful practitioner of social work must enable his client to help himself – whether his client is an individual or a collective.

If such independence is to be achieved by the client, the social worker's efforts must focus on enabling individual's capabilities with a strong faith in people and their capabilities. The client has the right to determine for himself the goals he would like to pursue. The social worker helps the process.

In rendering assistance to clients, the professional's only tool is his relationship with the client – a relationship which must be characterized at once by objectivity and confidentiality on the one hand and sensitivity and warmth on the other. The particular skill of the social worker lies in his ability to use this relationship constructively.

There is, however, one value which is basic to the tradition of professional social work, viz., the value of democracy. Beginning with the principle of self-determination of the individual client, through the processes of working with groups and communities, professional social work has incorporated democratic concepts in its procedures and approaches, besides regarding it as a value to be cherished in the social order within which social work functions.

Another value cherished in the tradition of professional social work is the value of the essential equality of human beings and dignity of the individual. (Bakshi, 1986)

2.1.2 Gandhi's Contribution

Gandhiji's philosophy of rural development was based on following principles.

People-centred values: Gandhiji has evolved many new ways of social work through his own experiments, experiences, and initiatives. He made vital contributions in the field of education and influenced change process in our country. Gandhiji developed

pedagogies and philosophies based on his experiences with oppressive government, prison life, work with the masses in poverty, which gave a reality to his discussions. Gandhiji held certain core values which determined all his interventions and strategies. These are:

Humanism: Gandhi was humanist, who valued certain key terms, such as ‘masses’, ‘humanity’, ‘liberation’, ‘freedom’, ‘empowerment’. For Gandhi (Gajendragadkar 1970), patriotism was equivalent to humanity.

Injustice: Gandhi established the fact that injustice was not ordained, but happened due to the manner in which the dominant class (oppressors) suppressed and weakened the oppressed class (Gandhi, 1962 a).

Faith in People: In spite of oppression, Gandhi (Patel and Sykes, 1987) reiterated his faith in people, the masses, and their potential to create their own lives and destiny. They emphasized that revolution and change should be in the interest of the masses and the means employed should be within their reach.

Developmental Orientation: Historically, emphasis has been laid on the value and dignity of the individual and the individuals’ rights (Chow, 1987; Macey and Maxon, 1996; Desai and Narayan, 1998; Silavive, 1995) rather than the collective psyche of the masses.

Since the 1970s, the professionals in developing countries in Asia, Africa and Latin America have oriented their programmes towards social development (Hokenstad *et al.*, 1992). Efforts have also been made in the US to conceptualize a developmental orientation to social work (Sanders, 1982; Estes, 1993, 1997). This perspective advocates ‘people-centered development’, which emphasizes process over outcomes and represents faith in people (Cox, 1998).

Cox (1998) states that people-centred development rests on five foundations: awareness-raising, social mobilization, participation, self-reliance, and sustainability. This is a vision similar to that envisaged by Freire and Gandhi. (Narayan, 2000)

In India, the ideology of ‘*Sarvodaya*’ (the well being of all) has emphasized the values of ‘*Swarajya*’ (Self-rule) and *lokniti* (people’s policies/law), which accept that

people are knowledgeable about their situations and the ways to manage them, given the necessary resources (TISSSWEF, 1997).

Non-Violence: An outstanding feature of Gandhi's philosophy (Bakshi, 1986) was his faith in *ahimsa*, or non-violence. However, he realized that violence will be inherent in an unjust society. The means, therefore, to eliminate violence would be to create a more just society, by taking conscious steps to eliminate injustice.

Value base for Social Work: Social work philosophy has been largely influenced by ideologies such as humanism, liberalism, socialism and democracy (Narayan, 2000).

2.2 The 'Entrepreneurship' and 'Social Entrepreneurship': Concept Growth and Differences

2.2.1 Entrepreneurship

The term 'entrepreneur' originated in French economics as early as 17th and 18th centuries. In French it means *someone who undertakes a significant project or activity*. In the early 19th century French Economist Jean Baptiste Say had written that "entrepreneurs shift economic resources out of an area of lower productivity into a higher productivity and greater yield. Entrepreneurs create value."

The concept of entrepreneurship has a long history in the business sector. A major theme has been the creation of value through innovation (Schumpeter, 1951; Drucker, 1985). According to Webster, an entrepreneur is a person who "organizes, manages and assumes the risks of a business enterprise." In a 1998 column for Inc. magazine, Norm Brodsky expanded on the definition. "Starting with nothing more than an idea or a prototype," he wrote, "entrepreneurs have the ability to take a business to the point at which it can sustain itself on internally generated cash flow." (Brodsky, 1998).

2.2.2 Social Entrepreneurship

The terms 'social entrepreneur' and 'social entrepreneurship' were used first in the literature on social change in the 1960 and 1970s. In 1980, Edward Skloot founded a consulting firm to help non-profit organizations interested in creating business ventures, which promptly became a pioneering institution of the field. His 1983

Harvard Business Review article coined the term “non-profit entrepreneurship” to describe the use of business ventures as a method for diversifying non-profit organizations’ funding streams.

In 1981, private-sector consultant Bill Drayton founded Ashoka: Innovators for the public to seek, support, and publicize individuals he originally called “public entrepreneurs,” and later named “social entrepreneurs.” (Ashoka Foundation, 2000) Management expert Peter Drucker’s 1985 book *‘Innovation and Entrepreneurship’* was among the first to describe entrepreneurship as a phenomenon that extended into multiple sectors—and was not limited to profit-seeking enterprises (Drucker, 1985).

According to Wolk (2007) the term social entrepreneurship began to appear routinely both in the scholarly and popular presses since early to mid-1990s. Early descriptions of social entrepreneurs ranged from “*anyone who starts a not-for-profit*” to “*not-for-profit organizations starting for-profit or earned-income ventures*” to “*business owners who integrate social responsibility into their operations.*”

Wolk (2007) reported that while debate on the exact definition continues to this day, most definitions describe social entrepreneurship broadly enough to include ‘*a variety of organizational structures and activities, and yet narrow enough to recognize social entrepreneurship as a distinct field*’. Much of the difficulty of settling on the details, it is argued here, stems from the fact that social-entrepreneurial initiatives tend to exhibit characteristics of each of the private, public, and non-profit sectors, without fitting neatly into any one of them.

As per the definition from Wikipedia “*Social entrepreneurship is the work of social entrepreneur. A social entrepreneur is someone who recognizes a social problem and uses entrepreneurial principle to organize, create, and manage a venture to make social change. Whereas a business entrepreneur typically measures performance in profit and return a social entrepreneur assesses success in terms of impact he/she has on society.*” (Wikipedia, 2011).

According to Emerson and Twersky (1996) *social entrepreneurship is combining commercial enterprises with social impacts*. In this perspective entrepreneurs have used business skills and knowledge to social impacts.

Prof. J. Gregory Dees formulated the most commonly quoted definition of “social entrepreneurship” today. He outlined five factors that define social entrepreneurship: *“Adopting a mission to create and sustain social value (not just private value); recognizing and relentlessly pursuing new opportunities to serve that mission; engaging in a process of continuous innovation, adaptation, and learning; acting boldly without being limited by resources currently in hand; and exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created.”* (Dees, 1998).

The above definition had overlooked in terms of *earned income strategies*. Boschee and McClurg (2003) have modified the definition of social entrepreneur as *any person in any sector who uses earned income strategies to pursue a social objective* and a social entrepreneur differs from a traditional entrepreneur in two important ways as:

1. The efforts of traditional entrepreneurs are only indirectly attached to social problems. Social entrepreneurs are different because their earned income strategies are tied directly to their mission.
2. Traditional entrepreneurs are ultimately measured by financial results. On the other hand social entrepreneurs are driven by a double bottom-line, a virtual blend of financial and social returns. Profitability is still a goal, but it is not the only goal, and profits are re-invested in the mission rather than being distributed to shareholders.

Goldsmith and Stephen (2004) had explained that the reality of a world in which the public and private boundaries are becoming increasingly blurred and governments of all ideological blends are partnering with private companies and non profit organizations to do more and more of government’s work.

Social entrepreneurship cannot be defined by its organizational form but, is best understood as a multidimensional and dynamic construct moving across various intersection points between public private and social sectors (Nicholls and Allex, 2006).

Wolk (2007) in one of his articles defined social entrepreneurship as *the practice of responding to market failures with transformative, financially sustainable innovations aimed at solving social problems*. He explained that like business, social entrepreneurship utilizes market to drive innovation and productivity. Like government social entrepreneurship responds to market failures by providing public goods and services. Like non-profit organizations, social enterprises engage individuals in action to achieve social goals.

There is yet to be harnessed opportunity for government leaders and social entrepreneurs to collaborate to leverage public and private resources and to generate transformative cost effective solutions to the most challenging social problems facing the nation and world.

Martin and Roger (2007) defined social entrepreneurship as having the following three components.

1. Identifying a stable but inherently unjust equilibrium that causes exclusion, marginalization or suffering of a segment of humanity that lack financial means or political clout to achieve any transformative benefits on its own.
2. Identifying an opportunity in this unjust equilibrium developing a social value proposition and bringing to behaviour inspiration, creativity, direct-action, courage and fortitude.
3. Forging a new stable equilibrium that release trapped potential or alleviate sufferings of targeted group and through imitation and creation of a stable ecosystem around new equilibrium ensuring a better future for the targeted group and even society at large.

According to World Bank (2007) report “*an estimated 2.6 billion people, almost half of the population of developing world, were still living on less than \$ 2 a day in 2004 and people are disappointed by the disability of large scale government programmes to find solutions to social challenges. Consequently interest in and awareness of social entrepreneurship has been continuously rising over last 10 years.*”

Martin and Osberg (2007) distinguished social entrepreneurship from social activism and social service providers as follows “In the pure form, the successful social entrepreneur takes direct action and generates a new and sustained equilibrium; the social activist influences others to generate a new and sustained equilibrium; and the social service provider takes direct action to improve the outcomes of the current equilibrium.

2.3 Innovative, Alternative Extension Approaches evolved by Social Entrepreneurs

Axinn (1988) discussed in detail eight alternative extension approaches. They are: *General agricultural extension approach, Commodity specialized approach, Training and visit system, Agricultural extension participatory approach, Project approach, Farming system development approach, Cost sharing approach, and Education institution approach.* It has been observed that social entrepreneurs use a mix of these approaches in addressing social problems.

Alvord *et al.*, (2003) in their comparative analysis of seven cases of social entrepreneurship that have been widely recognized as successful stated that while the concept of social entrepreneurship is relatively new, initiatives that employ entrepreneurial capacities to solve social problems are not. We have found a variety of initiatives—particularly focused on the problems of poor and marginalized populations—that have transformed the lives of thousands of people around the world. As in other areas of social action, the practice of social entrepreneurship may be well ahead of the theory.

Wolk (2007) in one of his articles titled “Social Entrepreneurship and Government: A New Breed of Entrepreneurs developing Solutions to Social Problems” explained that traditionally, each of the three sectors (public, private and non-profit) had maintained the distinct roles and approaches—with the private sector focused on profitable markets, the public sector solving market failures, and the non-profit sector engaging citizens in meeting societal needs. Since the 1980s, however, several trends had reduced these distinctions, increasingly blurring the social and economic roles that businesses, government agencies, and non-profits were playing.

These trends expanded the overlapping space between the sectors and created ample opportunity for social entrepreneurship to emerge and grow. As a result, social entrepreneurship exhibits characteristics of all three sectors.

A scholar Alex Nicholls from Oxford University's Skoll Centre for Social Entrepreneurship explained that *“social entrepreneurship is not defined by its organizational form but is best understood as a multi-dimensional and dynamic construct moving across various intersection points between the public, private, and social sectors.”* (Nicholls, 2006).

Yunus (2006) classified social entrepreneurial approaches into four categories:

- i) No cost recovery
- ii) Some cost recovery
- iii) Full cost recovery
- iv) More than full cost recovery

According to Yunus (2006) once a social entrepreneur operates at 100 per cent or beyond the cost recovery point, he has actually graduated into another world, the business world, with almost limitless expansion possibilities. This is a moment worth celebrating. He has overcome the gravitational force of financial dependence and now is ready for space flight! This is the critical moment of significant institutional transformation. He has moved from the world of philanthropy to the world of business.

2.3.1 Social-Entrepreneurial Approaches to Solving Social Problems

Through interviews with leading social entrepreneurs and conversations with experts in the field, Wolk (2007) had identified three different types of approaches that social entrepreneurs take in targeting beneficiaries and responding to market failures. Those approaches are explained below:

1. **No-Market Approach:** In a no-market approach to solving a social problem, the beneficiaries of the potential product or service will not be able to pay for it. As a result, a social entrepreneur who selects such an approach cannot rely on any earned revenues from the beneficiary to sustain the initiative. Most

commonly, no-market approaches take the form of government initiatives or non-profit organizations.

2. **Limited Market:** In a limited-market approach, the beneficiaries or clients have some ability to pay. As a result, a social entrepreneur who selects such an approach can rely on some earned revenues from the beneficiary to sustain the initiative. Most commonly, limited-market approaches tend to be non-profit organizations.
3. **Low-Profit Market:** In a low-profit-market approach, the beneficiary has the potential to pay the full cost while solving the social problem and thus has the potential to generate a profit. However, the market may be underdeveloped, or investments in this market may yield returns that are less than typical for for-profit ventures. Examples of this type of approach exist in both the non-profit and private sectors. In some cases, low-profit-market approaches eventually develop the market for a product or service enough that they become traditional for-profit enterprises.

2.4 People's Participation in Rural Development

2.4.1 Factors facilitating and hindering the participation of people in rural development programmes

Jibolo (1973) categorized community leaders' participation into symbolic participation and effective participation. According to him, symbolic participation stands for participation which does not directly lead to involve programme implementation. Effective participation embraces participation that directly leads to or involve actually carrying out the programs.

Santharam *et al.*, (1982) also expressed a similar view by monitoring that participation is not merely contributing labour, material or money, but involvement of people in all stages of planning and implementation of the programmes.

Pretty (1996) has given two views about community participation. According to the first view: community participation as a means to increase efficiency, the central notion being that if people are involved then they are more likely to agree with and

support the new development or service. According to the second view community participation as a right, in which, the main aim is to initiate mobilization for collective action, empowerment and institution building.

2.4.1.1 Factors promoting participation

Verhagen (1980) defined participation as a special form of interaction and communication which implies the sharing of powers and responsibilities. Promotion of the participation of rural population in the development of their own home areas requires the encouragement of local group formation and group action.

Rojas (1989) listed eight necessary steps in implementing a process to include women and they are as follows: *exploring gender issues, investigating customs, taboos and time constraints, promoting the role of women in forestry activities, exchanging information, supporting women's group, working together, consulting with women, and collaborating to make credit and income available to women.*

Chandekar and Thomas (1990) revealed that awareness, education and monetary gains generally motivated people to participate in developmental activities. The other factors found to be influencing people's participation included faith and confidence in people's ability, level of education and membership in the village development association or groups.

Ali (1991) reported that if local leaders were dedicated, honest, and sincere, the chances of mobilizing local resources, including people's participation in the development process would be higher.

Paudel and Weber (1993) used three variables to examine the factors affecting participation in different sectors of development and one of them is forestry. The variables used were 'expected benefits', 'scope', and 'capacity'. The study revealed that participation intensity primarily relates distinct features of work and stages of planning process. Some work may provide attractive benefits but may entail limited scope for participation such as industry while others may have greater scope and capacity but which lack benefits for the contributors.

2.4.2 Constraints in participation

Silwal (1986) stated that major constraint to the equal participation of all households in the conservation and development of natural resources is the mistrust of the Panchayat leaders.

Vukasin (1987) studied about the constraints in people's participation in community development. He found that there are a number of difficulties with which development assistance groups should be concerned when attempting to work at the grassroots level; accommodation or acceptance of their level of living by the poor that reinforces resistance to initiatives including cultural attitudes and mores that discourage change in institutional patterns; the dangers of promising more than can be delivered; counter-productive attitudes and policies of national governments; and self-serving involvement of national and international power elite.

Kharel and Riley (1993) stated that rural women lack basic information about new activities, and what information they received is filtered through their fathers, brothers, husbands and sons. Because most community forestry training is directed towards literate people and conducted at district level, women are usually deprived of opportunities for training.

Cerneia (1993) said that constraints to participation for local development include bureaucracy, cultural constraints, the fact that participation in an investment decision is politically and culturally sensitive, and the need for participation to be self-perpetuating.

2.5 Socio -economic impact of social enterprises on Client system

Some scholars see social entrepreneurship as a way to *catalyze social transformation* well beyond the solutions of the social problems that are the initial focus of concern. From this perspective, social entrepreneurship at its best produces small changes in the short term that reverberate through existing systems to catalyze larger changes in the longer term (Ashoka Foundation, 2000).

Social entrepreneurs are not content just to give a fish or teach how to fish. They will not rest until they have revolutionized the whole fishing industry (Asoka Foundation, 2000).

Social entrepreneurs not only address immediate problems but also the larger social system and its interdependencies; this understanding allows for the introduction of new paradigms at critical leverage points that can lead to cascades of mutually-reinforcing changes that create and sustain transformed social arrangements. Sustainable social transformations include *both* the innovations for social impacts and the concern for ongoing streams of resources that characterize the other two perspectives on social entrepreneurship. They also lead to major shifts in the social context within which the original problem is embedded and sustained (Alvord *et al.*, 2003).

Self-Employed Women's Association, (SEWA) was founded in 1972 by Ela Bhatt, a trade union of women who earn their livelihoods in three broad occupational categories that, historically, have been very difficult to organize: Hawkers and vendors, home-based producers, and manual labourers and service providers. Alvord *et al.*, (2003) in their exploratory study of SEWA as a social enterprise identified its essential innovation as '*Organizing Groups of Women*' that are atomized and have little reason to cooperate for political change, or otherwise address economic, social, and health issues, building local leadership capacity to scale up organization and movement.

Yunus (2006) from his studies and experience stated "Social business entrepreneurs can become very powerful players in the national and international economy. Today if we were to add up the assets of all the social business entrepreneurs in the world, it would not add up to even a tiny fraction of the global economy. It is not because they lack growth potential, but because conceptually, we have neither recognized their existence nor have we made any room for them in the market as yet. They are considered freaks, and kept outside of the mainstream economy. We do not pay any attention to them. Because our eyes are blinded by the theories taught in our schools".

Wolk (2007) through his study identified that the social problems, the social entrepreneurs address, result from market failures—in which profitable markets are

unavailable, insufficient, or underdeveloped and where the potential monetary gains for responding to a societal problem are less than the overall, society-wide positive impact of that response.

Martin and Osberg (2007) opined that social entrepreneurs can be considered entrepreneurs who pursue social value: “Unlike the entrepreneurial value proposition that assumes a market that can pay for the innovation, and may even provide substantial upside for investors, the social entrepreneur’s value proposition targets an underserved, neglected, or highly disadvantaged population that lacks the financial means or political clout to achieve the transformative benefit on its own.”

2.5.1 Socio-economic Impact of development programmes on clientele system

2.5.1.1 Farm technological impact

“Increasing agricultural output- and thereby farm income- in agrarian nations is a prerequisite to all other forms of economic and social development,” thus opines Sterling (1969).

Thakur (1975), in a case study of dairy development impact, reported, “Milk production per animal and marketed surplus in case of cows and buffaloes was higher among weaker sections than among the medium and large farmers in the experimental villages. This difference was less marked in the control villages. In the experimental villages the use of improved agricultural inputs and total incomes were also found to be higher”.

Andreou (1979) stated that, it has allowed considerable progress to be made in the establishment of new irrigation schemes and as a result the productivity and intensity of cropping has much improved. Regarding farm extension activities of sugar cooperative he observed that majority of the members (more than 70 percent) received bulletins, leaflets, seen or conducted demonstrations and participated in farmer’s rallies. Finally he found that there was no significant relationship between farmers’ age, caste, family size and agricultural development. However, significant relationship between farmers’ education, land holding and social participation and agricultural development has been noted by him.

2.5.1.2 Economic impact

Wilkening (1953) found that high adoption of improved farm practices was associated with high adoption of housing, home equipment, and other selected home practices.

Singh (1972) observed that the improved technology had been more effective in increasing employment of labour.

Vyas and Kruse-Rodenacker (1974)'s observations led them to conclude that apart from their impact on agricultural development, processing units create new employment opportunities in the rural areas and that too in the “off-season”. This relieves unemployment and under-employment in agriculture and helps to diversify the rural occupational pattern.

Agarwal (1977) reported that as a result of adoption of innovations, the housing conditions, education of family etc., have changed.

Khetwal (1977) concluded in her case/spot study, “establishment of agro-processing industries to change the cropping pattern in favour of labour intensive crops has the advantages of creating additional on-going employment in both farming sectors of the rural areas, thus raising the incomes of cultivators”.

Saxena *et al.*, (1978) stated that dairying has improved the village economy of district Mehsana. The overall result is the dairy farming has increased, cash incomes are generated and capital has been attracted in the area, and per capita consumption of milk has increased. The numbers of animals, milk production, and equipment through dairy farming have also increased.

2.5.1.3 Social impact

Barnabas (1969) reported that changes occurred in the life of most the villagers. The aspects were food habits, clothing pattern, family life, material possession, changes in agricultural practices, education for girls and change in yield levels of crops.

Acharya (1963), Dasgupta (1964), Parikh (1966), Singh (1967), Desai (1969), Chandana (1969), Singh (1969, 1970), Singh (1971), Sisodia (1971), Saran (1974), Parduman Kumar (1974), Sharma (1975), Deb *et al.*, (1975), Charan (1976) and

Sundara and Deb (1977) reported that the impact of technological change showed overall increase in output of crops, increase in net farm income, improvement in the level of living, changes in the social structure, level of education, shifts in occupation from farm to non-farm job, change in attitudes and values of rural people and increase in contact with urban areas and extension agencies.

Dinesh (1969) noted, “a network of new ideas have come up which facilitates better communication providing spatial mobility which is a major variable in the process of reorientation of the value system. New educational, medical and recreational facilities have sprung up in the rural areas which were otherwise far away from modernity”. The emergence of township in rural areas has also changed the outlook of the farmer. The traditional way of thinking in terms of value ideals etc. have been replaced by a modern way of thinking.

Deodhar (1978) observed that the general awareness of the people about the opportunities for their development through self-help and mutual help. It indicates that *cooperativisation* leads to healthy development of democratic approaches among the rural population.

Mukerjee (1979) stated: “Man is in constant interaction with his society. He influences as well as gets influenced by the society through the process of production, distribution, and exchange of goods and services. His dependence on society increases along with modernization, particularly through institutional and technological arrangements. Awareness factors such as knowledge about important people, places, and things like consumption goods can indicate the social consciousness of an individual”.

2.6 Sustainability of social enterprises

Alvord *et al.*, (2003) in their comparative analysis of seven cases of social entrepreneurship that have been widely recognized as successful found that leadership whether group or individual is important in the success of social entrepreneurial ventures. According to them launching and expanding a successful Social Entrepreneurship venture is not a short term effort.

Uvin, Jain and Brown (2000) in their study of scaling-up of social enterprises identified three major patterns for widening the impacts of successful social entrepreneurship initiatives:

- (1) Expanding coverage to provide services and benefits to more people;
- (2) Expanding functions and services to provide broader impacts to primary stakeholders; and
- (3) Initiating activities that change the behaviour of other actors with wide impacts and scale-up impacts indirectly.

2.6.1 Financial sustainability

Boschee and McClurg (2003) from their study found that unless a non-profit organization is generating earned revenue from its activities, it is not acting in an entrepreneurial manner. It may be doing good and wonderful things, creating new and vibrant programs: But it is innovative, not entrepreneurial. According to them in the non-profit world “sustainability” can be achieved through a combination of philanthropy, government subsidy and earned income.

Boschee and McClurg (2003) in their studies described about the importance of earned income strategy that every non-profit (organization) has opportunities for earned income lying fallow within its existing programs. The opportunities may be tiny, but exploiting them can have a significant cumulative impact. By aggressively turning inward and searching for pockets of existing opportunities, non-profits have been able to register impressive gains, often raising their percentage of total revenue from earned income by as much as 15 percent within one or two years.

Boschee and McClurg (2003) concluded that “Any earned-income business or strategy undertaken by a non-profit distributing organisation to generate revenue in support of its charitable mission. ‘Earned income’ consists of payments received in direct exchange for a product, service or a privilege.”

Wolk (2007) suggested that while social entrepreneurship is not defined by any one standard model for achieving financial sustainability, working toward financial

sustainability is essential if an approach to a social problem caused by market failure is to be successful enough to have transformative potential.

Such financial models generally include two components: non-financial resources and predictable revenue sources. Non-financial resources are skilled or unskilled volunteers, and one-time or recurring in-kind donations that enable social entrepreneurs to increase the sustainability of their initiatives.

Thus, the question of survival of a social enterprise depends exclusively on its financial sustainability. So the non-profits evolve different strategies to cope with this crucial aspect of running a social enterprise successfully.

RESEARCH METHODOLOGY

Research methods and techniques followed in conducting this research investigation are presented in this chapter. The various aspects included in this chapter have been organized under the following sub heads:

- 3.1 Locale of the study**
- 3.2 Sampling procedure**
- 3.3 Variables and their measurement**
- 3.4 Data collection tools and procedures**
- 3.5 Research design**
- 3.6 Statistical analysis**

3.1 Locale of the Study

The study was conducted in the district of Thiruvananthapuram in Kerala where *Mitraniketan* is situated. This district was selected purposively due to the fact that *Mitraniketan* is mainly focusing its activities in various parts of this district. The district is located in the southern part of Kerala.

Thiruvananthapuram District

A brief data on the salient features of Thiruvananthapuram District are given here.

Table 3.1: Geographic and Demographic Details of Thiruvananthapuram

No.	Parameters	Details
1.	Boundaries: East	Thirunalveli District, Tamilnadu
2.	Boundaries: South	Kanyakumari District, Tamilnadu
3.	Boundaries: West	The Arabian Sea
4.	Boundaries: North	Kollam District
5.	District Area	2192 km ²
6.	Taluks/Tahsils	4 (Four) Thiruvananthapuram Neyyattinkara Nedumangad Chirayinkeezh
7.	Villages	116
8.	Main Towns	Thiruvananthapuram City Neyyattinkara Nedumangad Attingal Varkala
9.	Population	3234356
10.	Sex Ratio	1058
11.	Growth Rate	9.78
12.	Density per km ²	1476
13.	Literacy	89.36 per cent
14.	Rainfall	188 cm (Annual)
Source : District Election Plan 2011, Thiruvananthapuram		

3.2 Sampling Procedure

The procedure for selection of blocks, villages and respondents is explained here.

Selection of Blocks

Two blocks (Vellanadu, Atiyannur) were purposively chosen based on *Mitrani Ketan's* developmental activities in those blocks.

Selection of Villages and Respondents for Survey

Two villages each from the two blocks were chosen through random sampling. The villages selected for the study were Uzamalakkal, Vellanad, Kanciramkulam and Veeranakavu.

Table 3.2: Villages selected for the study

Blocks	Name of Village	No. of Farmers
Vellanadu	Uzamalakkal	20
	Vellanad	20
Atiyannur	Kanciramkulam	20
	Veeranakavu	20
Total		80

Eighty beneficiaries were randomly selected from the four villages (20 each) including practicing farmers, women participating self help groups, rural youth trained in artificial insemination. Another sample of 30 staff was chosen purposively from all units of *Mitraniketan*. To analyze the alternative extension approaches evolved by *Mitraniketan* 10 Rural Extension Sub Centre (RESC) workers were randomly selected.

3.3 Variables and their Measurement

The appropriate variables for the study were selected on the basis of extensive review of literature and consultation with experts. Keeping in view the objectives of the study and the variables to be measured, various approaches of data collection from primary as well as secondary sources was done. An attempt has been made here to present the approach of research work under each of the objectives.

First Objective: To examine the social and philosophical bases of establishing and running of *Mitraniketan*

In depth interviews were conducted with founding members, the key advisers, and well wishers to *Mitraniketan* with the help of an interview schedule containing few open ended questions. Focused group discussion was conducted with villagers and beneficiaries. Components examined were social basis, and philosophy behind establishing and running of *Mitraniketan*. Secondary sources of information were also thoroughly scanned.

Second Objective: To analyze the technological innovations and alternative extension approaches evolved by *Mitraniketan* for people-centric holistic growth and sustainable development of rural areas

Innovation can take many forms. It does not require inventing something wholly new; it can simply involve applying an existing idea in a new way or to a new situation. Entrepreneurs need not be inventors. They simply need to be creative in applying what others have invented (Schumpeter, 1961). Based on this idea, completely new inventions or creative adaptations of existing technological innovations by *Mitraniketan* were analyzed and documented.

The RESC staff and key leaders in villages were approached to enlist and analyze various extension approaches evolved by *Mitraniketan*. Attempt was also made to document technological innovations that helped promote people centered holistic growth and sustainable development. Various units of *Mitraniketan*; KVK, Rural Technology Centre (RTC), Cattle Development Centre, and Science and Technology Core Group, were analyzed for technological innovations. A set of eight technological innovations were included in the study.

Third Objective: To measure the socio-economic impact of *Mitraniketan*'s efforts on agricultural and rural development

An attempt was made to develop an impact index to measure socio-economic impact of *Mitraniketan*. Ten impact indicators were used to get responses of farmers and weighted scores were assigned to each response. All the weighted scores were pooled to get the total obtained score. Index measures were computed as the per cent of obtained scores over obtainable scores.

Fourth Objective: To analyze *Mitraniketan*'s efforts in balancing the non-profit social charity and for-profit and earned-income strategies of their social venture

Mitraniketan's efforts were analyzed for profit earning and non-profit strategies adopted in running *Mitraniketan* on sustained basis. Wolk's (2007) classification of three approaches of 'no market', 'limited market' and 'low profit' was modified to include four approaches such as 'no market', 'limited market', 'no-loss no-profit' and

‘surplus-income generating’ approaches. Focused group discussion and in depth interviews were done for this purpose.

Fifth Objective: **To analyse the constraints in running a voluntary organization as a social enterprise venture**

Factors which were hindering people centric holistic growth and sustainable development of rural areas were envisaged. Open ended questions were put to respondents to compile problems as perceived by organizers (all staff) of *Mitraniketan*. Then these responses were content analyzed.

Sixth Objective: **To suggest a strategy for up scaling *Mitraniketan* model of social entrepreneurship**

Based on findings of study an attempt was made to suggest a strategy for up scaling *Mitraniketan* model of social entrepreneurship. For this suggestions and solutions from all stakeholders were also collected and pooled through interview schedule. Operational definition of each of the variables along with their measurement technique, followed in this investigation, is presented as under:

Socio-personal Variables of Beneficiaries

Age: Age of each of the beneficiaries was measured as the number of full years completed at the time of enquiry.

Education: Education referred to the respondents' academic qualification acquired through formal schooling. Modified SES (Socio-Economic Status) scale of Trivedi (1963) was used for measurement. Based on their education level, the respondents were categorized into four categories and their frequency and percentages were worked out. Scoring is given as below

Category	Score
Illiterate	1
Primary	2
High school	3
College	4

Caste: Caste was measured by direct questioning and scoring was done according to scale developed by Trivedi (1963) as follows.

Caste	Code
General Category	1
Other Backward Community	2
Scheduled Caste	3
Scheduled Tribes	4

Religion: Religion was measured by using a nominal scale using the following procedure.

Religion	Code
Hindu	1
Muslim	2
Christian	3

Family type: Family type was divided into 'nuclear' and 'joint' families. Nuclear family comprises husband, wife, and their dependent unmarried children. Joint family refers to family, which consists of two or more brothers' families. The type of family was measured using the scale developed by Trivedi (1963) by assigning score of '1' to nuclear family and '2' to joint family.

Family Size: Family size was measured as number of members in beneficiary respondent's family at the time of enquiry.

Earning members of family: Earning members of family was measured as number of members who are working in the family of beneficiary and earning an income.

Family labour available: Family labour available was measured as number of family members available for agricultural activities.

Type of house: It is defined as a type of house the respondent is possessing. Coding was given as follows:

No.	House type	Code
1	Thatched	1
2	Tiled	2
3	Concrete	3

Occupation: For this variable the main occupation of family was considered. If a family is practicing more than one occupation, various combinations were considered. The scale developed by Trivedi (1963) with some modifications was used.

Occupation	Code
Agriculture alone	1
Agriculture + allied occupation	2
Agriculture + traditional family occupation	3
Agriculture + business	4
Agriculture + government Service	5

Farming Experience: It refers to the number of years of experience a farmer has in farming as an occupation. This variable was measured as the number of years on ratio scale.

Land size: Area of land possessed by farmer for cultivation was noted in hectares. The scoring procedure adopted by Mansingh (1993) with modifications was used.

Land size (Hectares)	Category
0-1	Marginal farmer
1-2	Small farmer
2-4	Semi-medium farmer
4-10	Medium farmer
>10	Large farmer

Irrigated Land Size: The extent of land, irrigated by any irrigation source, can be termed irrigated land. The irrigated land size was recorded in hectares.

Irrigation Source: Available irrigation sources of the beneficiaries were recorded such as well, pond, pump set, etc.

Crops: Crops grown such as field crops, plantation crops, tubers, spices and medicinal plants were recorded either in area or in terms of number of plants.

Livestock: Since the respondents of this study were farmers, their livestock was also taken as a variable. The number of livestock animals including cows, buffaloes, their calves, bullocks, goats, sheep, and poultry were recorded

Source of family income: different sources of family income were recorded such as agriculture, service, agriculture and pension.

Annual Family Income: The actual total income of the farmer respondent's family was asked and recorded.

Social Participation: Social participation in any of the organizations not only indicates a person's social orientation but also provides an opportunity for the

individual to have a wider contact and greater influence in the social system, which is very important for securing services from the resource centre or any other organization for socio-economic and cultural development.

Social participation is referred to the degree of involvement or participation of the respondents in formal organization either as a member or as office bearer. Modified scale of Trivedi (1963) was used for measurement. The score assigned for member and non member was two and one respectively.

Socio-economic Impact *Mitraniketan*

Mitraniketan had brought about major changes in the lives of the community. The extent of impact was measured through an index developed specially for the study. It consisted of ten indicators of improvements and changes that have occurred due to interventions of the *Mitraniketan*. These indicators can be seen in Table 3.3.

Table 3.3: Indicators of Impact of *Mitraniketan* on agricultural and rural development

No.	Impact Indicators	Weighted Score
A	Impact on People's Participation (40)	
1.	Duration of contact with <i>Mitraniketan</i>	10
2.	Participation in and voluntary contribution to <i>Mitraniketan</i>	10
3.	Empowerment of women through <i>Mahilasamajam</i>	10
4.	Reaching the unreached through Rural Extension Sub-Centre	10
B	Impact on capacity building (10)	
5.	Development education for life through skill training	10
C	Economic impact (20)	
6.	Benefits accrued through adoption of technological innovations	10
7.	Household food and nutrition security ensured through <i>Mitraniketan's</i> efforts	10
D	Socio- political impact (30)	
8.	Satisfaction with <i>Mitraniketan</i> efforts	10
9.	<i>Mitraniketan's</i> visibility enhanced through educational tourism	10
10.	Impact on leadership and local governance	10
	Total Obtainable Score	100

The operational definitions and measurement procedure of all indicators is given in detail in the research paper III.

The detailed measurement along with weighted scores is given in Appendix IV. After measuring all the constituent indicators, an attempt has been made to add up all the obtained scores on all the ten indicators to get a composite score of impact index. The total obtained scores were expressed as percent of the total obtainable score of 100.

3.4 Data collection tools and procedures

Primary as well as secondary data were collected for the study. Primary data were collected through interview method using pre-tested structured and semi-structured interview schedules (See Appendices I, II, and III). Secondary data were collected from various reports of *Mitrani Ketan*, magazines, records etc. Data was subjected to descriptive statistics namely mean, standard deviation, frequency, percentage analysis and ranking.

3.5 Research Design

Research design is the entire process of planning and carrying out research. Kerlinger (1978) defined “Research design as the plan, structure, and strategy of investigation so as to obtain answers to research questions and to control variance”. The plan is the overall scheme or programme of research.

For this study, *ex-post facto* design was used. This is systematic empirical enquiry in which the researcher does not have direct control over the variables because their manifestations have already occurred. A survey approach was adopted to collect both quantitative and qualitative data.

3.6 Statistical Analysis

The data collected for the study was tabulated, processed and analysed using SPSS (Statistical Package for Social Sciences). The statistical methods used in this study were frequencies, percentages, arithmetic mean, standard deviation, etc.

RESEARCH PAPER-I

An examination of the social and philosophical bases of establishing and running of *Mitraniketan*

Abstract

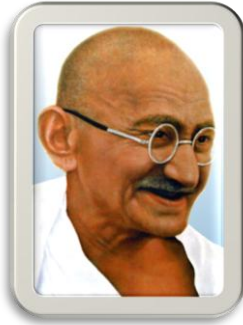
In a study conducted on the social enterprise, Mitraniketan in Thiruvananthapuram district of Kerala state to examine of the social and philosophical bases of establishing and running of Mitraniketan it has been revealed that the great inborn altruistic philanthropic orientation, sensitivity towards the needs of the downtrodden and sheer perseverance of Mr. Viswanathan were the reasons for establishing, and running successfully, of Mitraniketan. Viswanathan was greatly influenced by the thoughts and actions of Gandhi's ideals of self-help, self-reliance, Swaraj, Sevagram and Tagore's Santiniketan and tried to recreate gurukul and community living for village regeneration. Having understood the pivotal role that education has in social transformation, he based his programme of social work with starting schools on the model of Danish Folk Schools. Over the years, Mitraniketan has evolved into a social network with a plethora of institutions for all categories of rural clients. Thus Viswanathan along with his friends applied and refined innovative approaches slowly but with a steady effort for evolving Mitraniketan from a supplementary education centre to an internationally recognized social enterprise.

Key Words: *Mitraniketan, social enterprise, Viswanathan*

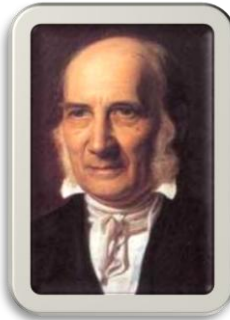
Introduction

Social work has attracted many people during the nineteenth and twentieth centuries as many intellectuals, social activists, Freedom fighters, and youth were moved the untold misery of the poor and downtrodden. The nineteenth century is noted for the feverish activity of its untiring social reformers who broadened the social awareness of the community to recognize the special needs of women and of lower caste groups. The twentieth century presented a redefinition of social work by Gandhiji, through enabling process, by emphasizing self help and community mobilization as the solutions offered by the social reformers and social service institutions appeared far too inadequate, if not irrelevant. Several youth across the country joined freedom struggle and were moved greatly by the ideals and the teachings of Gandhiji and Tagore who set an example by serving the poor and needy through their *ashrams*.

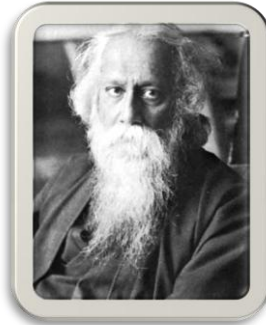
Plate I



Gandhiji



Grundtvig



Tagore

Major influences on philosophical bases of *Mitrani*ketan



Padmashri K. Vishwanathan
Founder of *Mitrani*ketan,

One can see the continuity of the Gandhian approach to social problems in the works of the members of the *Sarva Sewa Sangh*, and *Bhoodan* (land gift) *Movement*. Several Gandhian followers and other social workers started working through their own social work organizations, with a broad goal of serving the downtrodden in the society. One such social work venture is *Mitraniketan*; a voluntary social organization launched through the influences of great thinkers and philosophers, by Viswanathan in 1956 and is still being run in Vellanad, near Thiruvananthapuram in Kerala.

While *Mitraniketan* was providing laudable social service to the community over the last five decades, especially in agricultural and rural development sector, it is worth noting that the non-government organization was able to sustain its various activities over a period of time through some specific strategies of arranging continuous flow of funds for their philanthropic social work as well as developing committed social workers in the form of veterinary assistants, teachers, and other work force needed to support their field activities. Although *Mitraniketan* was started as a social work organization in the mid fifties, with the help of voluntary contributions (in terms of money, time and efforts) from many friends and local people, it survived and gradually evolved itself into a viable social enterprise over the years and continues, even today, to serve the people. Over the years, it has evolved and imbibed many policies and approaches for managing its social work activities. Hence, a research investigation was planned to examine the social and philosophical bases of establishing and running of *Mitraniketan*.

Methodology

In depth interviews were conducted with the help of an interview schedule containing open ended questions. Focused group discussions were conducted with founder director, administrators of various units of *Mitraniketan*, founding members, the key advisers, well wishers and key stakeholders. Components examined were social basis, and philosophy behind establishing and running of *Mitraniketan*. Examination of policies of *Mitraniketan* was done to analyse how they have evolved over years. Secondary sources of information were also thoroughly scanned. All the qualitative data were content analysed and synthesized to highlight the key social and philosophical bases of *Mitraniketan*. Descriptive approach was followed in writing the results of the study.

Results and Discussion

An attempt was made here to describe the establishment and growth of *Mitraniketan* using a time-line approach. Later the philosophical bases were presented. This is followed by a discussion of the results.

Evolution of *Mitraniketan*: A Time Line

1950s: *Mitraniketan*, the 'Home of friends' was officially founded in 1956. Initially, it was started by Mr. K. Viswanathan, who began giving tuitions to the local children. In the late 1950s *Mitraniketan* Khadi Producers Industrial Cooperative Society was initiated with the help of All India Khadi and Village Industries Board by collecting money from each interested person.

Undernourishment was a persistent problem of children in the area. Viswanathan identified that the milk being a complete food can solve the problem of under nutrition. But milk yield from local cows was very low and so, *Mitraniketan* brought bulls for improving the local breeds for better milk yield, and animal husbandry was added to their programmes, with assistance from Viswanathan's brother. It started dairying and AI services for cattle and goats within the unit. Viswanathan reclaimed the local wastelands and started growing crops. Agriculture thus came together with education among the key objectives of *Mitraniketan*.

1960s: *Mitraniketan* Nursery School was established with the belief that in a democratic society there had to be opportunities and freedom for even the youngest of the society. It was the first pre-school in a village environment in the region to cater to the needs of local community. There was one more pre-school in the city of Trivandrum, twenty kilometers away, which catered to the upper classes. Starting with the first three standards, *Mitraniketan* School was launched next, with the approval of Education Department of state government, as an '*Experimental School*'. That was a novel concept in school education. Each year a standard could be added until the school reached the secondary 10th standard levels. '*This brought a new life to the area*', which would later result in multiplier effect in many ways.

Financial questions motivated *Mitraniketan* to seek pioneering innovations, in construction. An English architect Laurie Baker arrived in the late 1960s to lead the

way. Baker's aim of coupling low-cost projects with environmental sensitivity fell right in line with the *Mitraniketan's* objectives. Most of the *Mitraniketan's* buildings were constructed applying the Laurie Baker's model, blending with nature, with adequate natural light and ventilation. *Mitraniketan* Printers and Publishers was started in 1960 for printing and binding.

1970s: A pilot programme for research and development in education was launched in 1973, a community centre for educational reforms and integrated rural development: CERID. *Mitraniketan* had been called an experiment in education-centered community and community-centered education. And from that experiment materialized a vibrant laboratory *of social change*. CERID was established to explore how this laboratory could best serve the needs of villagers. By 1975 University of Kerala recognized CERID as an official research centre for community education and rural development.

Mitraniketan Krishi Vigyan Kendra (KVK), an institutional project funded by Indian Council of Agricultural Research (ICAR), New Delhi was established in 1979 at *Mitraniketan* to work on transfer of technology. In the next twenty years, KVK has provided technical guidance to the farming community on various aspects of agriculture, horticulture and animal husbandry.

1980s: Rural marketing and service centre was started in Vellanad in 1980, dealing in the handicrafts and handloom lines produced by *Mitraniketan* and neighbouring cooperatives. Artificial insemination training was started and later Rural Extension Sub-Centers were started.

1990s: *Mitraniketan* People's College was established in the year 1996 with the financial support of Danish International Development Assistance (DANIDA) and with the technical guidance of Association of Folk High Schools in Denmark (FFD). It integrated the ideas of Danish Folk High Schools and Indian Gurukula system of education, where the concept of education for life is followed.

2000s: The KVK won Best KVK Award instituted by Indian Council of Agricultural Research, New Delhi, India for the biennium 1998-2001 for the commendable service rendered to the farming community of Thiruvananthapuram district, Kerala.

A Marketing center was started in 2003 for selling the products of *Mitraniketan* such as pottery products, coir products, soap, candle, de huskers, spade, fork, silk saris, towel, table mat, bed sheet.

Mitraniketan fruit processing unit was started in 2004 and got FPO license in 2005. They are producing value added products such as jam, pickle; halva, etc. Women were given training in this unit to start their own enterprises.

Bakery Unit of *Mitraniketan* was started in 2007, through German assistance. Bakery products (bun, cake, German bread) are mainly supplied to Kovalam, Vellanad and nearby areas. Packing of the products is done in the unit itself.

A packing unit of latex HLL Life care Limited, (Peroorkada, a Govt of India enterprise) at *Mitraniketan* was started in 2008, associated with women's programme. Aim of the unit is empowerment through income generation.

Now, *Mitraniketan* has evolved into a large organization with several units working on no-market approach (completely sponsored), cost-sharing approach and profit-earning approaches. It has evolved as a social enterprise, without losing its original character of being humane, benevolent and compassionate towards the downtrodden sections of the society and catering all: men, women, boys, girls, children, old people and physically challenged.

Social and Philosophical Bases

Establishment of *Mitraniketan*: *Mitraniketan* is a non-profit organization established in 1956 by K. Viswanathan a native of Vellanad in the district of Thiruvananthapuram (Kerala). He was a Gandhian and was an active partaker in the Freedom Movement for the uplift of downtrodden in society (Raghu Ram, 2008.). A drive to do altruistic work was there within him when he was very young. He was highly influenced by the teachings of Gandhi (especially on basic education), Tagore and noted educationalist Grundtvig of Denmark.

Mr. Viswanathan had travelled through America, Denmark and other Scandinavian countries in the quest for knowledge. He met Arthur E. Morgan and other great educationalists of that time. After returning to his native village he decided to apply

those learning and insights to reduce the sufferings of his own community. This was the real birth of a social entrepreneur.

Responding to the needs of the community: During the early years of Independence in India, people were faced up with abject poverty, unemployment and untold miseries. There were no transportation facilities, no employment opportunities, and no facilities for education and health care. Everywhere, there were unfortunate children who could not avail even lower primary education. This situation was due to the state's failure to respond to the crisis, which can be termed as market failure to which the social entrepreneur inside Viswanathan decided to respond. A market failure is a phenomenon where profitable markets are not available, in the absence of government support and patronage. Because of this reason, private sector will not respond to it. Conventionally it is the responsibility of State to respond to such societal issues. But a social entrepreneur identifies certain transformative innovations and he responds to the market failure to make a long-term impact. This is what was actually done by Mr. Viswanathan, who had exhibited a rare character of understanding the situation, problem and responding appropriately to solve social problems. When he started giving free tuitions to local children, people started appreciating his gesture and came forward to support his social work.

Education for Life: Viswanathan's philosophy about education was that education must be practically oriented and poor children should get free education. He started *Mitrani Ketan* to provide free education to poor and tribal children; supplementary education to 300 children. It took 10 years to provide formal education up to high school. He initiated his efforts as an experimental centre. A social entrepreneur is not born in one day; he will do continuous experiments and refine his ideologies and strategies. This character was very much predominant in Viswanathan. Education for life was the backbone of this social work organization. Viswanathan had struggled to get approval for running a private school from Education Department of state government. He had approached the then Honourable President of India Dr. Zakir Husain, to allow for a provision in education system to run experimental schools. His school was an experiment on many accounts: no four walled classrooms, education through living and experiencing rather than through books alone, emphasis on character building and acquiring life skills and all round development of the

individual. His basic philosophy of education has evolved from his basic real-life experiences of studying at Santiniketan, Sevagram, Danish Folk High Schools, etc.

In 1973, a community centre of educational reform and integrated rural development (CERID) was established by *Mitraniketan* as a pilot program for research and development in education. Even today, *Mitraniketan* People's College (MPC) is an experimental college being run as a community college under Indira Gandhi National Open University (IGNOU).

Co-operative Society: Mr. Viswanathan's concern was to provide economic security to the community. He thought that economic stability can be achieved only through co-operation. One of the first cooperative societies of farmers in the region was established by Viswanathan in Vellanad. He worked for cooperative societies for more than 25 years. He was the chairman of Land Development Cooperative Bank. He organized and developed cooperative bank in Vellanad. As a social entrepreneur, he recognized that economic security of the people is basic for the economic development of nation. He struggled to contribute to this goal by mobilizing people and by educating them for bringing desirable changes in their knowledge, skill and attitude.

Self Help: Initial reaction of people to Viswanathan's ideas to regenerate village was not satisfactory. But he stood firmly holding on to his ideas and vision. He understood that he needed to develop the base of the people to help them take control of themselves, and self-help is the best tool. So, he encouraged people to come slowly but steadily into the fold of *Mitraniketan* and did not take up large activities in a hurry, later to fail miserably. For self-help, he found education to be the best tool that widens knowledge, opens new phases to community life and strengthens community relations and general wellbeing, so that all members of community learn together and work together through mutual cooperation and self-help.

Voluntarism: *Mitraniketan* came in being as a group of like-minded people *voluntarily* coming together for a social cause, hence the name *Mitraniketan*, an abode of friends. Although every hand was put to work, initially no money was collected. The real voluntary service was the sole input available at that time. They tapped community resources and resource persons. Voluntary participation has been the

bedrock of this social institution. Thus all the initiatives and efforts for development have deliberately encouraged voluntary participation of people of all ages, castes, religions to come together for achieving common goals of holistic development.

Agriculture and Animal Husbandry: Through the methods of contour bunding and terrace farming, Viswanathan converted the dry waste lands in the village into farm lands. Although ridiculed by local villagers in the beginning, farmers came forward after witnessing good crop yields in reclaimed lands of *Mitraniketan*. He also discovered that the milk yield from local cows was shockingly low and the *Mitraniketan* workers, especially the younger brother of Viswanathan, a body building champion took great pains to handle bulls for animal husbandry programmes. Within five years the programme developed into one of the most successful extension projects in the region, through active participation of villagers.

Discussion

At the outset, *Mitraniketan* has evolved into a social enterprise by dint of hard work and perseverance and zeal of founder Padmashri K. Viswanathan. His actions can be seen and categorized into three stages of social entrepreneurship as given here:

Martin and Roger (2007) defined social entrepreneurship as having three components. The first component was: ***Identifying a stable but inherently unjust equilibrium*** that causes exclusion, marginalization or suffering of a segment of humanity that lack financial means or political clout to achieve any transformative benefits on its own. Mr. Viswanathan did this first step by identifying the difficulties of people of Vellanad at the time of independence which was a remote village without any basic facilities.

The second step was: ***Identifying an opportunity in this unjust equilibrium***, developing a social value proposition and bringing to behavior inspiration, creativity, direct-action, courage, and fortitude. Viswanathan was inspired to undertake this second step by providing supplementary education by tapping community resources and resource persons. The *Mitraniketan* School became an institution of equal opportunity for all.

The third component was: *Forging a new stable equilibrium* that releases trapped potential or alleviate sufferings of targeted group and through imitation and creation of a stable ecosystem around new equilibrium ensuring a better future for the targeted group and even society at large. Mr. Viswanathan had a pioneer's sixth sense for gambling has already achieved this third component of Social Entrepreneurship. This is substantiated by Cox (1998) who stated that people-centered development rests on five foundations: awareness-raising, social mobilization, participation, self-reliance, and sustainability. This is a vision similar to that envisaged by Freire and Gandhi. (Narayan, 2000).

Gandhian philosophy has a great influence on Viswanathan. Gandhiji ideologies of humanism, liberalism, socialism and democracy, non-violence, self-help, faith in people, people-centered development orientation. (Gajendragadkar, 1970; Bakshi, 1986; Chow, 1987; Silavive, 1995; Macey and Maxon, 1996; Desai and Narayan, 1998; Cox, 1998; and Narayan, 2000)

Putting "humaneness" back into the development equation, reminding individuals about their own power in determining the circumstances of their own life and reawakening of adults and youth through development education for life skills, etc. were some of the philosophical bases. Independent voluntary organizations are critical as the bridge between the Government and individuals in development initiatives.

Conclusion

It can be concluded that there were strong philosophical and social bases for starting *Mitraniketan*. The philosophy of self-help, voluntarism, pragmatism and utilitarianism backed by perseverance, democratic approach, commitment and enthusiasm of the voluntary friends was the backbone of *Mitraniketan*.

RESEARCH PAPER-II

An analysis of the technological innovations and alternative extension approaches evolved by *Mitraniketan* for people-centric holistic growth and sustainable development of rural areas

Abstract

The study was conducted in Thiruvananthapuram district of Kerala state where Mitraniketan is located to analyse the technological innovations and alternative extension approaches evolved by it for people-centric holistic growth and sustainable development of rural areas. Mitraniketan had evolved many technologies over the years and also had applied available technologies to the new situations. Technologies generated include agricultural implements, techniques for drudgery reduction, and improved tools for helping farmers and rural artisans. Rural Extension Sub Centers with Para vet professionals providing artificial insemination services and other inputs to farmers who are unreached by formal institutions, is one of the successful the alternative extension model developed by Mitraniketan.

Key Words: *innovation, alternative extension approaches*

Introduction

Schumpeter (1960) identified innovation as the critical dimension of economic change. He argued that economic change revolves around innovation, entrepreneurial activities and market power. Innovation can take many forms. It does not require inventing something wholly new; it can simply involve applying an existing idea in a new way or to a new situation. Entrepreneurs need not be inventors. They simply need to be creative in applying what others have invented.

Mitraniketan had evolved many technologies over the years and also had applied available technologies to new situations. An attempt was made to document those technologies and to know the perceived attributes of innovation by the users. Units of *Mitraniketan* such as Core Support Group, RTC and KVK were mainly involved in the area of technology generation, assessment, refinement and demonstration. The technologies promoted were very simple to adopt. They were vermi-composting, bio-fertilizers, bio-pesticides, mushroom cultivation, cultivation of crops like yam,

Plate II

Rural Technology Center (RTC) of *Mitraniketan*



Stone Breaker



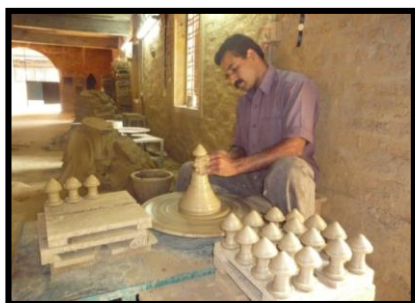
Poly bag filler



Rubber sheet drier



Paddy Winnower



Potter making Agar bathi stands
in Pottery unit of RTC



The researcher interviewing
ex-Engineer, RTC

tapioca, vegetables, etc., KVK is producing and selling improved variety seeds of all crops, in addition to providing technical guidance and farmer training. The farm of KVK served as a demonstration farm of all crops including fruit trees and plantation crops like coconut, arecanut, rubber, etc., Core Support Group financially supported by DST (Department of Science & Technology, Government of India) provided technical training on biotechnology, tissue culture, and greenhouse technology. Some of the salient technologies were analyzed and documented.

Research methodology

A Sample of eighty beneficiaries and ten Rural Extension Sub-Centre (RESC) workers were interviewed who are participating various activities of *Mitraniketan* to analyse the technological innovations and alternative extension approaches evolved by *Mitraniketan*. Relevant technologies promoted by *Mitraniketan* was analysed for their perceived attributes such as relative advantage, complexity, compatibility, trialability and observability by the beneficiaries. RESC respondents and other beneficiaries were interviewed in-depth to analyse the alternative extension approaches evolved by *Mitraniketan*.

Results and Discussion

An attempt has been made here to enlist the technological innovations evolved/promoted by *Mitraniketan* KVK through its own research and development efforts on their instructional farms. *Mitraniketan*'s long experience of reclaiming land and raising crops profitably was considered in developing various technological options for farmers. These technologies are presented here and discussed.

Promotion of cool season vegetables in the plains (T1)

Cauliflower is normally cultivated in areas that have cool climate. Seeds of the vegetable developed after successive experiments showed that cauliflower can be cultivated in areas traditionally believed to be unfavourable for its growth. Core support group of *Mitraniketan* had been trying to promote it in plains. Cauliflower cultivation was extended to more areas with the development of tropical seeds at the VFPCCK laboratories. Though an analysis of the success of cauliflower cultivation in

the plains will take some more time, it has been a success at micro-level farming undertaken in cooperation with farmers.

Pseudomonas-for control of fungal and bacterial diseases (T2)

Bi-pesticides are supposed to be safe alternatives to chemical pesticides. *Pseudomonas*, a bio-control agent for many fungal and bacterial diseases. *Mitraniketan* produced *Pseudomonas* in its production unit and supply to farmers and promote its use.

Bio-fertilizers are supposed to be a safe alternative to chemical fertilizers to minimize the ecological disturbance. Bio-fertilizers are cost effective, eco-friendly and when they are required in bulk can be generated at the farm itself. They increase crop yield up to 10-40% and fix nitrogen up to 40-50 Kg.

Artificial insemination (T3)

Artificial insemination is widely used for livestock breeding, especially for dairy cattle. Artificial insemination technology in Kerala was first started by *Mitraniketan* and Dairy Development Board. A special training course was designed and implemented by *Mitraniketan* KVK to train youth in animal husbandry, health care and artificial insemination of cows. The artificial inseminators trained by *Mitraniketan* have been encouraged to start Rural Extension Sub Centres on behalf of *Mitraniketan* and provide artificial insemination services and animal health care to the villages across the district. This technology was one of the flagship innovations of *Mitraniketan*.

Basmati rice (T4)

Basmati rice (popularly known as Biryani rice) cultivation was recommended initially to a small group of farmers and was found to be less acceptable by the farmers and consumers. The long slender grain was not preferred by people in general.

Stingless honey bee (T5)

A project aided by National Research Development Cooperation, is being implemented to create awareness among people about '*Stingless*' honey bee keeping.

Stingless honey bees are common in Kerala. These small bees make hives at places which is not easily identified by enemies. They are good pollinators also. Bees from the rocks/basement are attracted to pots. It takes 6 months to 1 year for complete transfer to earthen pots. Colonies are then transferred from pots to wooden boxes/hives after extracting honey. There is no need of processing of honey; it can be used directly. The honey from these bees is found to have medicinal value and fetches better price than honey from ordinary honey bees.

Yam cultivation (T6)

Yam is the common name for some species in the genus *Dioscorea* (family Dioscoreaceae). These are perennial herbaceous vines cultivated for the consumption of their starchy tubers. It is very easy to get good yield from yam in the homesteads. *Mitraniketan* is promoting such tuber crops for promoting house hold food security.

Vermi-composting (T7)

Mitraniketan provided training to farmers in vermi-composting and help them start compost pits in their homesteads by making available different subsidies from government. It focuses on awareness generation among farmers about various benefits of vermi-composting and its safe use in homesteads. In addition, vermi-wash making is also promoted.

Mushroom cultivation (T8)

Mitraniketan has its own Mushroom spawn production and cultivation units. They also provide training to interested people and help them to start their own ventures.

Table 4.1 has depicted the perceived attributes of eight technological innovations disseminated by *Mitraniketan*. A score of 1 indicate a low value of attribute; 2 medium value and 3 indicate a high value of attribute.

The technologies mentioned here were promotion of cool season vegetables in the plains (T1), *Pseudomonas*-for control of fungal and bacterial diseases of rice (T2), Artificial insemination (T3), Basmati rice (T4), Stingless honey bee (T5), Yam cultivation (T6), Vermicomposting (T7), and Mushroom cultivation (T8).

Table 4.1 perceived attributes of technologies by the respondents.

Perceived attributes	Statistics	T 1	T2	T 3	T 4	T 5	T 6	T 7	T8
Relative Advantage	Mean	0.25	0.53	0.8	0.003	0.94	0.34	0.75	0.41
	SD	0.4	0.93	0.66	0.16	1.4	0.95	1.31	1.04
	Minimum	0	0	0	0	0	0	0	0
	Maximum	1	3	3	1	3	3	3	3
Complexity	Mean	0.25	0.75	0.1	0.006	0.86	0.11	0.5	0.28
	SD	0.44	1.31	0.22	0.31	1.31	0.32	0.87	0.69
	Minimum	0	0	0	0	0	0	0	0
	Maximum	1	3	1	2	3	1	2	2
Compatibility	Mean	0.5	0.5	0.85	0.005	0.94	0.34	0.75	0.34
	SD	0.87	0.87	0.66	0.16	1.4	0.95	1.31	0.87
	Minimum	0	0	0	0	0	0	0	0
	Maximum	2	2	3	1	3	3	3	3
Trialability	Mean	0.75	0.75	0.15	0.004	0.63	0.34	0.25	0.39
	SD	1.31	1.31	0.66	0.47	0.93	0.95	0.44	0.99
	Minimum	0	0	0	0	0	0	0	0
	Maximum	3	3	3	3	2	3	1	3
Observability	Mean	0.63	0.25	0.59	0.003	0.63	0.35	0.5	0.21
	SD	1.12	0.44	0.73	0.47	0.93	0.96	0.87	0.71
	Minimum	0	0	0	0	0	0	0	0
	Maximum	3	1	3	3	2	3	2	3

High score for relative advantage was obtained for Stingless honey bee. It was perceived as more complex but more compatible to the system. High score for trialability was obtained for cultivation of cauliflower and application of pseudomonas against fungal and bacterial diseases. High degree of observability was perceived for cultivation of cool season vegetable, cauliflower in plains.

Technological innovations of *Mitraniketan*

Technological innovations of RTC and KVK included; D-shaped eye spade, Cassava chipping machine, Open mouth wetland leveller, Adjustable revolving chair for potters, Paddy winnower, Cono weeder for wet land, Low cost Solar drier, Rain water collection and purification systems, Modified poly bag filler, Rubber sheet dryer (along with Rubber Board) charcoal briquette extruder: for making charcoal from waste, dried leaves which can replace ordinary charcoal (so it has a potential to conserve trees) compact biogas plant, pedal operated stone breaker for drudgery reduction, Mini pug mill for blending clay, tapioca chipping machine (replication of CPCRI Model), paddy winnower with integrated fan and gardener's tools: of less weight like small spade, harrow.

Alternative Extension Approaches

Rural Extension Sub Center Approach

The concept of rural extension sub centers spread over three districts of south Kerala was considered a novel attempt at replication of the great achievements, made through artificial insemination and veterinary medical aid to dairy animals, in dairy sector. This approach of training a rural youth and encouraging them to start a rural extension sub centre under the supervision of animal husbandry section of KVK at *Mitraniketan* has solved many problems with one solution. A rural youth became a techno-agent in dairy management, got self-employed and provided veterinary services to dairy farmers, thereby resulting in improvement in milk production, better animal health care and enhanced incomes and quality of life for villagers. This alternative extension approach was greatly appreciated by one and all. ICAR has given Best KVK Award to *Mitraniketan* KVK in the biennium 1998-2001. Later this training module was also taken up by Tulasi KVK at Chitrakoot district in Uttar Pradesh, where they started a 90-day intensive training course for paravet professionals, only to work in their own villages and serve the local farming community.

Rural Extension Sub Center (RESC) was the pioneering approach of *Mitraniketan* to extend input and services to the unreached farmers. It was a two step extension model coordinated by Animal Science Section/ Rural Extension Coordinating Centre of KVK. Now there were 32 RESCs in three districts of south Kerala: Thiruvananthapuram, Kollam, Alapuzha and in Kanyakumari district of Tamilnadu. The trained techno-agents provided veterinary services, artificial insemination and dairy management services to dairy farmers. Even the small scale veterinary aid provided by these paravets was considered a great help in remote villages of Kerala.

Clientele served by *Mitraniketan* through other extension approaches were farmers, tribal children, youth, farm women, and working women through institutions like KVK, RESC, DST Core support group, Schools, hostels, *Mitraniketan* People's College, Rural Training Centre, and *Mahilasamajam*.

Entrepreneurial options available at *Mitraniketan* were: Computer skills, Carpentry, Electrical, Printing and Press, Tailoring, Gardening, Automobile, Plumbing, Bakery

technology, Fruit processing, Weaving, Pottery, Tissue culture, Tailoring, Weaving unit, Mushroom production, Bio fertilizers, Bio-pesticides, Marketing centre, Internet Centre, Agriculture and allied activities. The focus is on people-centric holistic development and so various types of options are provided for self-employment.

Conclusion

It can be concluded that *Mitraniketan* has been giving technological support to rural extension sub centre and extending the agro-advisory services in three districts of Kerala. In addition, Rural Technology Centre and *Mitraniketan* People's College were providing technological innovations that need to be diffused among farmers.

RESEARCH PAPER-III

Measurement of the socio-economic impact of Mitraniketan's efforts on agricultural and rural development

Abstract

The study was conducted in Thiruvananthapuram district of Kerala state where Mitraniketan is located to measure the socio-economic impact of Mitraniketan's efforts on agricultural and rural development. For the measurement purpose an index was developed by combining the weighted scores on 10 impact indicators. The focus was on four components: impact on people's participation, impact on capacity building, economic impact, and socio-political impact. In total there were 10 sub-components that dealt with aspects of impact of Mitraniketan on agricultural and rural development. The results revealed that the impact of Mitraniketan was very high on the lives of the beneficiaries as it encompassed holistic development touching all aspects of the lives of different client groups in the village: farmers, women, youth, and children.

Key Words: *social impact, economic impact*

Introduction

A social entrepreneur creates value in terms of socio-economic empowerment of disadvantaged people. According to Emerson and Twersky (1996) social entrepreneurship is combining commercial enterprises with social impacts. In this perspective entrepreneurs have used business skills and knowledge to create enterprises. Social entrepreneurship at its best produces small changes in the short term that reverberate through existing systems to catalyze large changes in the longer term (Ashoka Foundation, 2000).

Swaminathan (2006) wrote about the socio-economic impact of Mitraniketan as “it has become the flagship of our development education movement. Under the inspiring and visionary leadership of shri K.Viswanathan, *Mitraniketan* has grown into an outstanding capacity building and monitoring centre in the area of generation of sustainable livelihood opportunities. The greatest challenge before our country is to

identify development pathways which can bring about a paradigm shift from unskilled to skilled work in rural India. This will call for a pro-nature, pro-poor, pro-women orientation to job led economic growth. This is where *Mitraniketan* stands as a bright affirming flame in the midst of sea of despair we see around us”

Martin and Roger (2007) reported that social entrepreneurship is as vital to the progress of societies as is entrepreneurship to the progress of economies and it merit more rigorous, serious attention than it has attracted so far.

Methodology

Mitraniketan had brought about major changes in the lives of the community. The extent of impact was measured through an index developed specially for the study. It consisted of ten indicators of improvements and changes that have occurred due to interventions of the *Mitraniketan*. These indicators can be seen in Table 4.2.

Table 4.2: Indicators of Impact of *Mitraniketan* on agricultural and rural development

No.	Impact Indicators	Weighted Score
A	Impact on People’s Participation	40
1.	Duration of contact with <i>Mitraniketan</i>	10
2.	Participation in and voluntary contribution to <i>Mitraniketan</i>	10
3.	Empowerment of women through <i>Mahilasamajam</i>	10
4.	Reaching the unreached through Rural Extension Sub-Centre	10
B	Impact on capacity building	10
5.	Development education for life through skill training	10
C	Economic impact	20
6.	Benefits accrued through adoption of technological innovations	10
7.	Household food and nutrition security ensured through <i>Mitraniketan</i> ’s efforts	10
D	Socio- political impact	30
8.	Satisfaction with <i>Mitraniketan</i> ’s efforts	10
9.	<i>Mitraniketan</i> ’s visibility enhanced through educational tourism	10
10.	Impact on leadership and local governance	10
	Total score	100

The operational definitions and measurement procedure of all indicators is given here. The scoring pattern is given in Appendix IV.

A. Impact on People's Participation in *Mitraniketan*: This is measured through four sub-components: duration of contact with *Mitraniketan*, participation in and voluntary contribution to *Mitraniketan*, empowerment of women through *Mahilasamajam*, and reaching the unreached through Rural Extension Sub-Centre. It has been envisaged that people's participation is the most crucial impact indicator of people-centric holistic development goal of *Mitraniketan*. Hence, the component of impact of *Mitraniketan* on people's participation was taken as the first component for assessing impact of *Mitraniketan* on people's lives.

1. Duration of Contact with *Mitraniketan*: This is operationalized as the number of years of contact that the respondent had with *Mitraniketan*. It is assumed that the association with the *Mitraniketan* may grow stronger as the years of contact pass by.

2. Participation in and Voluntary Contribution to *Mitraniketan*: Since *Mitraniketan* promotes voluntarism for agricultural and rural development, voluntary participation and voluntary contribution by the beneficiaries of *Mitraniketan* was taken as the impact indicator. It is operationalized as the kind of voluntary contribution in terms of participation, getting actively associated, joining *Mitraniketan*'s field extension work as a community resource person and becoming a partner in the social entrepreneurial activities of *Mitraniketan*.

3. Empowerment of women through *Mahilasamajam*: Women were important client group for the social enterprise. So, special programmes were run for women by *Mitraniketan* through *Mahilasamajam*. Impact of women can be a good impact indicator of *Mitraniketan*'s efforts. It is operationalized as the degree of empowerment of women as a result of *Mahilasamajam*'s efforts.

4. Reaching the unreached through RESC: The innovative approach of Rural Extension Sub-Centre (RESC) was the flagship innovation of *Mitraniketan* that has won many awards and accolades for *Mitraniketan*. It is operationalized in terms of progress and spread of RESC in the districts.

B. Impact on Capacity Building: *Mitraniketan* has identified that skilled labour and technical hands were always scarce and in great demand. Hence they have taken up several training courses for youth in order that human resources get enriched and provide the society with technically skilled people. Hence, capacity building,

motivation and training of technical skills through its approach of ‘Development Education for Life’ was considered as an important impact component. The *Mitraniketan* People’s College, Rural Technology Centre, Core Support Group of DST, KVK and *Mitraniketan* Schools have all imbibed this philosophy of capacity building for life skills in their curriculum and various training courses. Only one sub-component was considered here for measuring impact of *Mitraniketan*.

5. Development Education for Life through skill training: Education for life skills (rather than for degrees and diplomas) has been the primary goal of *Mitraniketan*. So Shri Viswanathan has started free schools and technical schools (including MPC, RTC) for preparing for basic life skills rather than acquiring mere academic knowledge. This is one of the most important activities that have impacted two or three generations of tribal people in and around Vellanad region of south Kerala. It has been operationalized as the degree of acceptance of development education as a major tool for acquiring life skills and preparing for life.

C. Economic Impact: This component is considered important for assessing impact of *Mitraniketan* because it is going to impact the economic security of people. Benefits accrued through adoption of technologies promoted by *Mitraniketan* KVK and Core Support Group of DST and ensuring household food and nutrition security through *Mitraniketan*’s efforts were the two sub-components considered as impact indicators.

6. Benefits accrued through adoption of technological innovations: Promotion of adoption and diffusion of technological innovations was a prime activity of *Mitraniketan*. Benefits accrued through adoption of technological innovations is an important impact indicator. It is operationalized as the type of benefit in terms of inputs, training, benefits in terms of moderate change in production, heavy reduction in cost of cultivation, enhanced production and increase in real income and starting RESC.

7. Household food & nutrition security ensured through *Mitraniketan*’s effort: Ensuring food and nutrition security at household can be taken as useful impact indicator as it directly influences the family. It is operationalized as the extent to which food security is ensured at household level.

D. Socio-political Impact: Social impact and political impact were other parameters of *Mitraniketan's* impact assessment. Satisfaction in the Mitraniketan's efforts, impact through educational tourism and impact through leadership and local governance were the three impact indicators considered for measurement of impact of *Mitraniketan*.

8. Satisfaction in the Mitraniketan's effort: Perceived satisfaction among the clients of *Mitraniketan* can be useful impact indicator. This is operationalized as the degree of satisfaction and positive feelings expressed by respondents towards *Mitraniketan's* efforts for agricultural and rural development.

9. Mitraniketan's visibility enhanced through Educational Tourism: *Mitraniketan* attracts many students from Denmark and other European nations as tourists visiting Mitraniketan, as this is a model of Danish Folk High Schools. The concept of community living as part of a *Gurukul* tradition was appreciated by foreign visitors. This brings in dollars (as foreign exchange) as visiting fees and donations for philanthropic (no market) units of *Mitraniketan*. In addition interested foreign students take up case studies of *Mitraniketan's* success stories thereby enhancing the visibility of *Mitraniketan*. This impact is operationalized as the level of interaction the student visitors have with *Mitraniketan* and support they provide and the kind of international recognition that *Mitraniketan* gets.

10. Impact through leadership and local governance: *Mitraniketan* teaches and trains children, adolescents and adults for life skills. Some of the students of *Mitraniketan* have achieved leadership in their communities after passing out from *Mitraniketan*. This impact was operationalized as the degree of participation of trained students of *Mitraniketan* in political and social life of their village communities and even working for better local governance of Village Panchayats.

Impact Index: After measuring all the constituent sub-components, an attempt has been made to add up all the obtained scores on all the ten sub-components to get a composite score of impact index. The detailed measurement along with weighted scores is given in Appendix IV. The total obtained scores were expressed as percent of the total obtainable score of 100.

Results and Discussion

Impact index score was computed as percent of obtained score over obtainable score. The results of analysis of impact index are presented in Table 4.3.

Table 4.3: Socio-economic Impact of *Mitraniketan* n=80

No.	Socio-economic Impact of <i>Mitraniketan</i>	Mean Index Score
A	Impact on People's Participation	
1.	Duration of contact with <i>Mitraniketan</i>	56.00
2.	Participation in and voluntary contribution to <i>Mitraniketan</i>	62.00
3.	Empowerment of women through <i>Mahilasamajam</i>	76.00
4.	Reaching the unreached through Rural Extension Sub-Centre	68.00
B	Impact on capacity building	
5.	Development education for life through skill training	74.00
C	Economic impact	
9.	Benefits accrued through adoption of technological innovations	63.00
10.	Household food and nutrition security ensured through <i>Mitraniketan</i> 's efforts	61.00
D	Socio- political impact	
12.	Satisfaction with <i>Mitraniketan</i> 's efforts	85.00
14.	<i>Mitraniketan</i> 's visibility enhanced through educational tourism	78.00
15.	Impact on leadership and local governance	46.00
	Mean Impact Index score	65.13

As can be seen from the results, mean impact index score was 65.13 indicating that majority of respondents had high impact scores. The impact index scores among the ten different indicators/parameters ranged from 46 to 85 indicating wide variation of impact on various indicators.

Impact on People's Participation: Among the four indicators in this set, maximum scores were obtained on 'empowering women through *Mahilasamajam*', impact on reaching the unreached through RESC' and 'participation in and voluntary contribution to *Mitraniketan*. Indeed these three components have impacted the agricultural and rural development with greater participation of people in the programmes and activities of *Mitraniketan*. In all these three activities, the cost-sharing extension approach was adopted.

Impact on Capacity Building: Among the capacity building activities of Mitraniketan, the '*Development education for life through skill training*' had created major impact. Indeed education for life on experimental lines has yielded desired results and impacted not only the students and their parents; it had left an indelible mark on the lives of them to continue for two more generations. The experiential ways adopted in teaching were appreciated by all. In the same manner, the capacity building activities including skill training in various vocations for MPC students, paravet professionals and young men and women had impacted their skill up gradation, knowledge enrichment and resulted in enhanced self-worth and self-esteem among the trainees and young students. Entrepreneurial opportunities have also increased over the years giving a wide choice for students to choose from.

Economic impact: Among the two impact components, household food and nutritional security was ensured in majority of the houses, saving them and their families from poverty and malnutrition. Technology diffusion by *Mitraniketan* and adoption has also resulted in accruing of benefits in terms of enhanced crop yields, saving in costs and improved living standards.

Socio-political Impact: Among the three impact indicators, 'people's satisfaction with *Mitraniketan's* efforts', and '*Mitraniketan's* visibility enhanced through educational tourism' have impacted in good measure. People in general expressed satisfaction and positive feelings towards *Mitraniketan* and contributed voluntarily to *Mitraniketan* in terms of giving their time, labour, donations, etc., and actively got associated with *Mitraniketan's* programmes and activities. Another major impact that can be seen recently was: participation of *Mitraniketan* graduates in Panchayat and local governance, which can be seen as a good omen for all as young people take leadership role and help promote the values cherished by *Mitraniketan* in the society. Thus these values were found to take roots in local governance for better social welfare among people of South Kerala.

Conclusion

Thus it can be concluded that the socio-economic impact of *Mitraniketan* was very high and the major impact causing issues were: *Mitraniketan's* innovative extension strategies of rural extension sub centres, educational innovations in terms of

Mitraniketan People's College, Rural Technology Centre and Krishi Vigyan Kendra in teaching and training all categories of clientele and providing them with ample opportunities to explore and improve their lives and livelihoods.

The results revealed that the impact of *Mitraniketan* was very high on the lives of the beneficiaries as it encompassed people-centric holistic development touching all aspects of the lives of different client groups in the village: farmers, women, youth, and children.

RESEARCH PAPER-IV

An analysis of *Mitraniketan*'s efforts in balancing the *non-profit* social charity and *for-profit & earned-income* strategies of their social venture

Abstract

In a study conducted in Thiruvananthapuram district of Kerala state where the social enterprise of Mitraniketan is located, to analyze Mitraniketan's efforts in balancing the non-profit social charity and for-profit and earned-income strategies of their social venture, it has been revealed that Mitraniketan was able to manage its fund flows among its various units, by generating both economic value and social value. The results disclosed that there was a balancing strategy adopted by Mitraniketan to fund its charitable (no market) approaches through a combination of internally generated income and some amount of fund flow from donor agencies and other project sponsoring agencies. Certain units were sustaining on their own, through cost-sharing and achieving a breakeven point in their operations.

Key Words: *non-profit social charity, earned-income strategy*

Introduction

The social problems that social entrepreneurs address result from market failures in which profitable markets are unavailable, insufficient, or underdeveloped and where the potential monetary gains for responding to a societal problem are less than the overall, society-wide positive impact of that response (Wolk, 2007). Because of the lack of opportunity to generate profit, private-sector entrepreneurs, who succeed by finding market opportunities and maximizing profits, often leave these needs unaddressed. Traditionally, government responds in such cases by deploying public funds to address the unmet needs.

Social entrepreneurship presents another option for addressing market failures, which can be considered the sources of the opportunities that social entrepreneurs act on. Like private-sector entrepreneurs, social entrepreneurs seek opportunities to create value; but the value they pursue is social rather than purely economic (Wolk, 2007). According to Gregory Dees, a founding scholar of the field of social entrepreneurship,

Plate III

Mitraniketan People's College (MPC)
"An Education Centre for Life"



Mitraniketan People's College
Emphasis on Development Education



Group Discussion in progress in
Class room



Sports for promotion of all
round development of
individual



Encouraging students to
exhibit their creative talents
through Fine Arts



Getting practical work
experience in field operations



Achievement Motivation Training
through Experiential Learning

“Markets do not do a good job of valuing social improvements, public goods and benefits for people who cannot afford to pay. These elements are often essential to social enterprise. That is what makes it social entrepreneurship.” (Dees, 1998).

Martin and Osberg (2007) echo this idea that social entrepreneurs can be considered entrepreneurs who pursue social value: “Unlike the entrepreneurial value proposition that assumes a market that can pay for the innovation, and may even provide substantial upside for investors, the social entrepreneur’s value proposition targets an underserved, neglected, or highly disadvantaged population that lacks the financial means or political clout to achieve the transformative benefit on its own.

Thus in this study, an attempt was made to analyze *Mitraniketan*’s efforts in balancing the *non-profit* social charity and *for-profit* and *earned-income* strategies of their social venture.

Methodology

A Sample of 30 staff members who are involved in various activities of *Mitraniketan* was interviewed for the study purpose. Respondents included Director, Staff from KVK; Programme Coordinator, Subject Matter Specialists and other staff such as Administrative Officer, Principal of *Mitraniketan* People’s College, Course Guides, Volunteers, Anthropologists, Teachers, Office staff, Engineers, Coordinators running different units of *Mitraniketan*, Rural Extension Sub Centre workers, etc.

Mitraniketan’s efforts were analyzed for profit earning and non-profit strategies adopted in running *Mitraniketan* on sustained basis. Wolk’s (2007) classification of *three* approaches of ‘no market’, ‘limited market’ and ‘low profit’ was modified to include *four* approaches such as ‘no market’, ‘limited market’, ‘no-loss no-profit’ and ‘surplus-income generating’ approaches. An attempt was made to identify the various units that are making profits, or serving through cost-sharing or giving all free services.

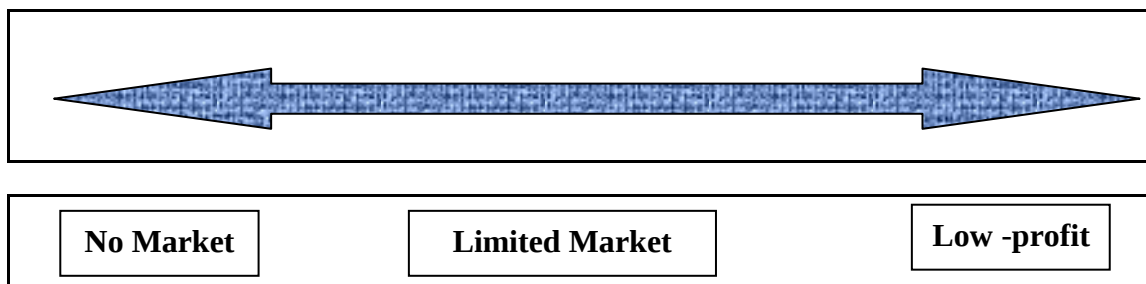
Focused group discussion and in depth interviews were done, through open-ended questions, for this purpose. The respondents’ recorded and written responses were content analyzed and presented here.

Results and discussion

An attempt has been made to analyse the entrepreneurial worth of the units of *Mitraniketan*. All the units of *Mitraniketan* were categorized into three based on the costs incurred and profits generated and put into three categories using the methodology suggested by Wolk (2007).

Through interviews with leading social entrepreneurs and conversations with experts in the field, Wolk (2007) identified three different types of approaches that social entrepreneurs take in targeting beneficiaries and responding to market failures as given bellow:

Social Entrepreneurial approaches (Wolk, 2007)



In the *first*, a *no-market* approach to solving a social problem, the beneficiaries of the potential product or service will not be able to pay for it. In other words, all philanthropic and charity works (which are completely free or sponsored in full) come under this no-market approach. All costs will be borne by the social enterprise and it may drain the fund reserves of the social enterprise. In the *second*, a *limited-market* approach, the beneficiaries or clients have some ability to pay. In this approach, cost-sharing will be done between the beneficiary and the social enterprise, through subsidies or through some rebates in costs. In the *third*, a *low-profit-market* approach, the beneficiary has the potential to pay the full cost while solving the social problem and thus the social enterprise has the potential to generate a profit.

Thus, a social enterprise runs its operations using all the three approaches and tries to manage smooth fund flows from these three approaches. *Mitraniketan* had adopted a strategy of funding its '*no market*' (philanthropic) services through a mix of internally generated income and funds from outside. It has also developed some units to serve people on a cost-sharing or '*limited market*' approach.

Mitraniketan had adopted various strategies for balancing smooth fund flow for its various activities of Philanthropy and sustenance. *Mitraniketan's* social entrepreneurial approaches were identified as: 'No market' approaches, 'Limited market' approach, 'No-loss no-profit' approach and 'Surplus income generating' approach. Various approaches are presented in Table 4.4 and discussed here.

Table 4.4: Units of *Mitraniketan* adopting various strategies

Approach	Strategies for balancing smooth fund flows
No Market Approach (Wholly sponsored and cater to the philanthropic ideals of <i>Mitraniketan</i>)	<i>Mitraniketan</i> Schools and Hostels For education, especially the tribal children and <i>dalits</i> . It includes school dropouts from poor families. Providing free education, food and accommodation for 10 months a year. Expenses are managed through own funds (income from <i>surplus income generating units</i>) and foreign aid.
Limited Market Approach (Cost-sharing/Partially sponsored and cater to the ' <i>Development Education Philosophy</i> ' of <i>Mitraniketan</i>)	<i>Mitraniketan</i> People's College (MPC) Nearly 50 per cent cost is paid by the student beneficiaries. Students are paying Rs1000 per month for food and accommodation. They are provided free education. Students of various trades such as carpentry, electrical, plumbing, agriculture, etc., are providing services to <i>Mitraniketan</i> . Remaining expenses are met through own funds and foreign aid.
No-loss no-profit approach (Enterprises achieving ' <i>Break-even</i> ' and sustaining on their own)	Training-cum-Production Centres: Units such as Pottery unit, Metal Fabrication unit, Carpentry unit, Brick making unit, etc. under Rural Technology Centre (RTC) come under this category. These units are sustaining on their own through production and sales. They are also contributing to the social enterprise in terms of providing training facilities to students and apprentices.
Surplus income generating units (Create visibility, social value and economic value for <i>Mitraniketan</i>)	<i>Working women's</i> hostel, City centre, Bakery unit, and Fruit Processing units are the sources of additional income to the social enterprise. Guest Rooms for foreign visitors (educational tourists) also earn foreign exchange. These units provide surplus income to the social enterprise for meeting expenses 'No market' units.

Mitraniketan's approaches for financial management of the social enterprise



1. 'No market' approaches

'No market' approaches are mainly related to education programme for tribal and rural children, who are coming from a BPL (below poverty line) families coming from north-eastern hilly tracts of Kerala and are unable to pay for the services they are getting. Beneficiaries also included school dropouts from poor families. *Mitraniketan* is supporting those students by providing free education, food and accommodation for 10 months a year. Expenses are managed through internally generated funds from surplus income generating units and also through foreign aid. These units were wholly sponsored and extend the basic philosophy and philanthropic values of *Mitraniketan*.

2. 'Limited market' approaches

Limited market approaches of *Mitraniketan* included the running of *Mitraniketan* People's College (MPC) for empowering youth through *development education for life*. It is functioning as Community College for promoting rural leadership, voluntarism and also provide life skills and livelihood skills to rural youth. It is a one year residential programme, partially sponsored by *Mitraniketan*. Fifty per cent of costs of services were paid by beneficiaries - the rural youth. Remaining expenses are met through own funds and foreign aid. This social institution is getting free services from apprentice trainees in running the workshops. Students of various trades such as carpentry, electrical, plumbing, agriculture, etc., were contributing voluntary services to *Mitraniketan* by working without wages in the workshops of Rural Technology Centre (RTC) as well as in the agricultural farm of *Mitraniketan*. Students contribute in many ways for smooth functioning of day to day activities of MPC.

3. 'No-loss no-profit' approaches

No-loss no-profit approaches were related to some of the Training-cum-Production centres of *Mitraniketan*. Costs for running the units were obtained from the production activities and sales of products from these units. They were contributing in terms of providing training opportunities also. Units such as Metal Fabrication, Carpentry, Soap making and Brick making units were doing well. Pottery unit was very expensive to run but it should be subsidised and supported in order to conserve it and to sustain it as a traditional skill. Pottery items fetch good income due to their ethnic value among tourists.

4. Surplus income generating units

Some amount of surplus money was generated through *working women's* hostel. About 68 women avail this facility being run by *Mitraniketan* in the city of Thiruvananthapuram. They pay for accommodation and food, which is a full-fledged income for *Mitraniketan*. A building named City centre owned by *Mitraniketan* but located at Thiruvananthapuram was usually rented out for public functions and celebrations, to generate some surplus income.

In addition, the Bakery unit, and Fruit Processing units were able to generate additional income to the social enterprise through sale of their products. Guest Rooms provided for foreign visitors and other educational tourists to *Mitraniketan* also earn surplus income in foreign exchange.

These four financial management approaches being adopted by *Mitraniketan* were found to be adequate in running the social enterprise successfully. The social enterprise was able to balance various strategies through efficiently managing the smooth flow of funds from *source-to-sink* so that all the philanthropic activities, educational programmes, and other development activities were run smoothly. Efficient financial management forms the bed rock of the sustainability of any organization, but in a social enterprise it assumes greater significance. Balancing philanthropy, running free schools and hostels, adhering to the ideals of providing education for life, running workshops and agricultural farms on no-loss no-profit basis and through cost sharing was found to be really difficult and *Mitraniketan* was barely managing to stay afloat in a sea of increasing expenses and reducing incomes. It

Plate IV

Entrepreneurial Opportunities for Youth
Learning Options at MPC and RTC



Students going to work in farm



Student working in Banana field



A student working in Printing Unit



Students working in Carpentry Unit



Student working in Tailoring Unit



Trainer working in Bakery Unit

would continue to be a challenge for *Mitraniketan* to evolve new strategies for balancing fund flows for efficient financial management.

Financial models of *Mitraniketan*

Mitraniketan was started in 1956. In the initial years the institution depended mostly on voluntary contribution of time and man power and on food supplies from agricultural production. There was no cash income. The 'real voluntary service' was the sole input available at that time. They gathered inputs in terms of kind or time. In 1967, the social work organization was registered and began to seek funding from various sources. *Mitraniketan* got foreign aid through friends. They rarely got support from any government agencies. For example, *Mitraniketan* People's College was supported by DANIDA; 'Friends of *Mitraniketan*' in Denmark were also providing donations annually. Production-cum-training units of *Mitraniketan* make it a social enterprise which survives partly through internally generated income.

When nursery school was started, parents were asked to contribute their time: one day of social service, every month, within the campus of *Mitraniketan*. *Mitraniketan* schools and hostels were started for providing free education to tribal children. Later, when MPC was started, cost-sharing approach was adopted. With adequate fund flows, *Mitraniketan* gradually moved on to self-sustaining enterprises, workshops, etc., Thus, various financial management strategies got evolved to suit changing times and helped in sustenance of *Mitraniketan* itself.

Conclusion

It can be concluded that an effective blend of various balancing strategies were being adopted by *Mitraniketan* to fund its social charitable (no market) approaches through a combination of internally generated income and some amount of fund flow from donor agencies and other project sponsoring agencies. Thus the *for-profit earning income* strategies were balanced well with *no-profit* philanthropic strategies of *Mitraniketan*.

RESEARCH PAPER-V

An analysis of the constraints in running a voluntary organization as a social enterprise venture

Abstract

The study was conducted in Thiruvananthapuram district of Kerala state where Mitraniketan is located to analyse the constraints in running a voluntary organization as a social enterprise venture. The results disclosed that lack of technical manpower is the major constraint in running a voluntary organization as a social enterprise. Analysis has also identified certain financial and entrepreneurial constraints which acted as inhibiting factors in managing the social enterprise. Lack of financial self sufficiency was identified as second important constraint. It could be inferred from the study that a typical entrepreneurial approach at least in one or two units can help the social enterprise to move towards financial sustainability.

Key Words: *voluntary organisation, social enterprise, constraints*

Introduction

A voluntary organization is run by a group of people with a motive of social work to serve disadvantaged people. Initially, the organization may solely depend on voluntary contribution of a few dedicated people as human capital and on donations given by some like-minded outside donor agencies. As the social work organization grows and evolves, it may take up economic activities to earn some money to support itself and become independent financially. When dependency syndrome gives way to independency, it provides fertile ground for a social enterprise to germinate and take roots. Experiences of *Mitraniketan* explicitly showed that in this great journey from dependency to self sufficiency there are many problems that a voluntary organization has to face. The push of social entrepreneurial motive is often confronted with certain inhibiting factors.

While a social entrepreneur may venture into active social work, he or she may soon face problems of funds to upscale the completed projects in order to diffuse the benefits accrued thus far to an additional large group of people. He or she may need more such like-minded people and activists to work alongside and with the same zeal,

passion, and philanthropy for social upliftment. Some of the most critical issues he or she may face sooner or later are: making the choice of *for-profit* / *non-profit* structure, the necessity of earned-income strategies among the non-profit initiatives / activities. It is important to understand and solve these problems for a social entrepreneur to succeed in his effort. Once these constraints are identified, it will give way to explore proper measures to support such an organisation. Analysis of constraints and opportunities for solutions will be a great step towards faster and inclusive development. Hence an attempt has been made to identify and analyse the constraints in running a voluntary organization as a successful social enterprise venture.

Methodology

Factors which were hindering the functioning of the social enterprise of *Mitraniketan* were envisaged. During the course of conducting personal interviews, the respondents were asked some open-ended questions about the kind of problems they had faced in their operations and activities, especially for making this social work organization into viable social enterprise with adequate financial stability and sustainability. Later, these responses were content analysed and summarised into a set of constraints.

A sample of 30 staff members involved in various activities of *Mitraniketan* were interviewed for the purpose of eliciting the constraints faced in their activities.

Results and Discussion

The constraints were summarised from the content analysis of the responses of beneficiaries. About eleven constraints and their frequencies are presented in Table 4.5. These constraints were inhibiting factors related to human resource management, financial management, and entrepreneurial business management.

Scarcity of Technical Skilled Labour: The technically skilled labour and semi-skilled labour was found to be the most serious constraint faced by *Mitraniketan*. On one hand, the students passing out of *Mitraniketan's* high school were found to prefer going out in search of better opportunities of life. On the other hand, the apprentices of *Mitraniketan* People's College were seeking employment outside of *Mitraniketan* as they get better paid. The wages of staff working in *Mitraniketan* were always at a lower level than what the market wages, as *Mitraniketan* was found not being able to

pay better wages due to weak financial position. Hence, the result was poor retention in the organization. There was always a dearth of technical manpower for *Mitraniketan* due to comparatively less remuneration offered in their units.

Table 4.5: Constraints in running a voluntary organization as a social enterprise venture as perceived by *Mitraniketan* staff

n=30

No.	Constraints	Frequency	Percent	Rank
1.	Scarcity of technical skilled workers and poor retention	29	97	I
2.	Lack of financial self sufficiency due to limited income generation	25	83	II
3.	Improper marketing strategy of products developed by different units and poor marketing management	23	76	III
4.	Less availability and poor retention of good marketing managers for making income generating ventures profitable	22	73	IV
5.	Less commercialisation of technological innovations of the organization	20	66	V
6.	Reluctance of Government agencies to provide grants to a voluntary organisation <i>vis-a-vis</i> Government organisation	18	60	VI
7.	Less opportunity for provision of better reward for work done by the staff, so that they will be motivated to contribute to the social entrepreneurial activities	17	56	VII
8.	Decreasing trend of voluntarism among youth and an increasing trend of seeking for Government job for financial security by the trained professionals	15	50	VIII
9.	Less emphasis on impact studies: Wide spread ignorance among people about the potential of such voluntary organisations for the economic development of the nation	10	33	IX
10.	Improper monitoring and evaluation of activities of social enterprise	9	30	X
11.	Pressure to retain economically non-viable units to preserve tradition and culture.	5	17	XI

Another related constraint was lack of opportunity for provision of better reward for work done by the staff, so that they will be motivated to contribute to the social entrepreneurial activities. This may enhance retention of better trained staff to continue to work in the social enterprise.

Decreasing Trend of Voluntarism: There has been observed that due to increasing awareness and rising aspirations, voluntarism among the youth was declining; the trained students of *Mitraniketan* People's College evinced less interest to continue to serve voluntarily in *Mitraniketan* on lower wages. On the other hand, an increasing trend of seeking for government jobs for attaining financial security and better life was also observed among the trained professionals. These trends were a cause of worry for social entrepreneurs as they struggle to balance between these alarming doldrums.

Financial In-sufficiency: Due to limited income generation, the financial position of *Mitraniketan* was always found be delicate and even critical at some times. The funding was usually done on project basis and on completion of projects, fund crunch forced *Mitraniketan* to lay off at least a few staff members. New projects are formulated and sent for approval and sanction by sponsors. The dilemmas faced by the organizers in trying to match their donations and the expenses were crucial for the organizational growth and expansion on one hand and its own survival and sustenance on the other hand. Making these two ends meet was the challenge experienced in every day affairs of running *Mitraniketan*.

Reluctance of Government agencies to provide grants: Reluctance of government agencies to provide grants to a voluntary organisation as compared to a government organisation was another major constraint coming in the way of financial self-sufficiency.

Marketing Management: As the social work organization grew over time to become a social enterprise, better marketing of products developed by various production units of *Mitraniketan* was a major demand on the social enterprise. Poor marketing management, scarcity of good marketing managers and their retention were some of the constraints faced by *Mitraniketan*. In order to earn good income from the sale of products, better business and marketing management is required.

Lack of Commercialization: Lack of opportunities for commercializing the products of *Mitraniketan* was another major constraint. New business development solutions, patenting, and positioning of *Mitraniketan's* products in appropriate markets is urgently required.

Limited Support from Donor Agencies: Another major constraint was lack of visibility of the work done by the social enterprise as less emphasis was on impact studies. There were very few studies on social return on investment of voluntary organizations. Hence, there was a wide spread ignorance among people, potential donors and corporate sector about the potential of such social organisations for the economic development of the nation. Hence, fund raising becomes a critical issue that adversely affects the management of the social enterprise.

Improper Monitoring and Evaluation of Activities: In addition, the activities being taken up by the social work organization or social enterprise suffer from improper monitoring and evaluation and may not yield good returns, in terms of economic value or social value. This is another constraint coming in the way of running a social enterprise on entrepreneurial lines.

Pressure to retain Economically Non-Viable Units: In order to preserve tradition and culture of the locality, pressure is experienced by social enterprise to retain them although they may not survive on their own. In such cases, new solutions may be sought to rejuvenate and re-innovate these non-viable enterprise units within the social enterprise.

Nearly ninety-seven percent of respondents identified scarcity of technical skilled man power as the major constraint. Lack of financial self sufficiency due to limited income generation, an inherent problem in any voluntary organisation, was identified as the next severe constraint. Even though there were some production units working effectively, an improper marketing strategy was forcing them to remain as less profitable units. Seventy-three percent of respondents perceived lack of commercialisation of technological innovations of the organization as a constraint in running *Mitraniketan*. This problem arises due to the absence of a professional marketing manager.

Almost sixty percent respondents reported reluctance of Government agencies to provide grants to a voluntary organisation as a financial constraint. A reason for less retention of employees was identified as less opportunity for provision of better reward for work done by the staff. Half of the staff members reported decreasing trend of voluntarism among youth as a bad sign for success of social enterprises.

Thus, the overview of all constraints focuses mainly on financial sustainability of the voluntary organization. Indeed it is the most crucial issue that warrants immediate attention of the *Mitraniketan* office bearers.

Conclusion

The most significant constraint that *Mitraniketan* faced in running its social enterprise was related to skilled labour and finances, lack of which was putting great stress on the staff, activities and management of the organization. It can be concluded that training skilled personnel, employing them and retaining them for conducting the business operations of a social enterprise was a major challenge, especially in a situation of lack of adequate finances for maintaining the pace of social work that aims at creating social value in the society.

Proper impact studies and proper monitoring and evaluation of the social entrepreneurial activities of the social enterprise was required so as to enhance the visibility of the social enterprise to attract funding the philanthropic work as well as cost-sharing development projects of *Mitraniketan*.

It could be inferred from the study that a typical business / entrepreneurial approach at least in one or two production units of *Mitraniketan* can help social enterprise to move towards financial sustainability.

RESEARCH PAPER-VI

Suggestions for up scaling *Mitraniketan* model of social entrepreneurship

Abstract

In a study of social enterprise, Mitraniketan in Vellanad of Thiruvananthapuram district of Kerala, the office bearers were asked to suggest strategies for up scaling Mitraniketan model of social entrepreneurship. The staff and beneficiaries of Mitraniketan were asked about their experiences and suggestions for up scaling its activities for better performance. Based on the insights from the study and suggestions given, an attempt has been made here to compile the suggested strategies for up scaling Mitraniketan model of social entrepreneurship. Study revealed that extending Rural Extension Sub-Centre (RESC) model to more villages and adding inputs and services to RESC can help Mitraniketan KVK to reach the unreached. It is also emphasized that a social enterprise can sustain only through a business approach in some units to balance fund flows efficiently.

Key Words: *Mitraniketan, up scaling, Rural Extension Sub-Centre*

Introduction

Social enterprises are no doubt a potential approach for socio-economic development of people, who are left out by the major economic development initiatives. Social entrepreneurs not only teach people how to fish, but also are able to revolutionize the fishing industry (Bill Drayton, 2000). Muhammad Yunus (2006) stated that we have to come out of the belief that poor will have charity and rich will do business. Growth of *Mitraniketan* for the past 55 years showed that there existed a tremendous potential within a social entrepreneur and social enterprise to transform the community from an impoverished state to socio-economically better state. If the successes of *Mitraniketan* can be up scaled, it may result in spreading the benefits across the population. Care need also be taken to avoid any unseen pitfalls while attempts are made to up scale the programmes and activities of a social enterprise.

Any idea can be up scaled once it gets wide acceptance among people. Here too, *Mitraniketan* model was a successful social entrepreneurship model that was catering to the needs of local communities and achieving people-centric holistic development.

Plate V

Extension Activities of Mitraniketan KVK



Shri Vishwanathan receiving
Best KVK Award in 1998-99



Training on stingless honey bee
Keeping in progress in KVK



Technical staff of Core Support
Group of DST interacting with a
farmer engaged in Terrace Cultivation



Rural Extension Sub Centre
(RESC) workers participating in a
Training Course



Core Support Group of DST
popularizing cool season
Cauliflower cultivation



Vermi compost Unit along with
Vermi-Wash chambers

As Rural Extension Sub-Centers have already found a sound footing in the villages as ideal representatives of *Mitraniketan* and have successfully extended the philosophy and ideology of *Mitraniketan* among people, RESCs can be ideal starters for up scaling. In addition, some units of *Mitraniketan* may also up scaled in terms of expanding their operations, increasing volume of production and sales so that they become surplus income generating units of this social enterprise. So this research study was planned to evolve a strategy to up scale the *Mitraniketan* model of social entrepreneurship.

Methodology

A sample of 30 staff members involved in various activities of *Mitraniketan* and 10 Rural Extension Sub Centre workers were interviewed for the purpose of eliciting their suggestions to upscale the activities of *Mitraniketan* to reach a more sustainable and successful position in order to expand to new areas. Respondents included were all the staff of *Mitraniketan* and its various units. The respondents were asked open-ended questions on suggestions for up scaling *Mitraniketan*, and their responses were recorded. Later, these written responses were content analysed and percentages computed and rank ordered, and now presented here.

Results and Discussion

The content analysis of the suggestions given by the respondents (staff working in *Mitraniketan*) revealed that the Rural Extension Sub Centre (RESC) model was the single idea that can be up scaled easily and effectively. The other key activities of school, workshops, and other entrepreneurial units can be built around the RESC depending on the demand and felt needs of clientele in the area.

Up scaling of RESC model

Mitraniketan KVK has introduced a novel idea of two-step extension approach for reaching the masses. The trained artificial insemination technicians of *Mitraniketan* KVK function as the extension agents in the villages. Pedigree bulls and bullocks are kept in the animal science section of KVK and semen is collected from these animals twice in a week. The technicians of artificial insemination (AI) centers conduct AI in the villages for improving the animal germplasm. At present it is functioning in a few

villages only. This Rural extension sub centre model can be extended to more villages for effective dissemination of improved technologies. By including more services, it can be effectively used as the helping hand of KVK for reaching the unreached. Better training can be given to *paravet* workers so that they can serve better.

Demand for farm inputs and services: The most demanded services by farmers as can be seen in Table 4.6 are: artificial insemination, seminar and training courses on farming, better methods of rearing calves, and first aid services and other veterinary services at right time, detailed information on agricultural loans, cattle shed making, supply of seedlings of fruit trees, plant protection chemicals and equipments, mineral mixtures and farm implements. Based on these diverse needs of farmers RESCs can be upgraded in a demand driven way. In addition, the new services that were in demand are: technical skill training on integrated farming system, supply of fertilizers, bio-fertilizers, etc., and modernization techniques in agriculture.

Table 4.6: Suggestions given by RESC workers for improving *Mitraniketan's* social entrepreneurial activities

No.	The most demanded services by farmers	Frequency	Percent	Rank
1.	Artificial insemination	8	80	I
2.	Seminars and Training courses on farming	4	40	II
3.	Better methods of rearing calves	4	40	II
4.	First Aid services and other veterinary services	4	40	II
5.	Detailed information on agricultural loans	2	20	III
6.	Information about cattle shed making	2	20	III
8.	Supply of seedlings of fruit trees	1	10	III
9.	Plant protection chemicals and equipments	1	10	III
10.	Mineral mixtures	1	10	III
11.	Supply of farm implements	1	10	III
12.	Technical skill training on integrated farming system	8	80	I
13.	Supply of fertilizers, bio-fertilizers, etc.	6	60	II
14.	Modernisation techniques in agriculture	4	40	II

These services and inputs can easily be supplied through Rural Extension Sub-Centres as they directly impact agricultural and rural development of the villagers.

Up Scaling Other Successful Units of *Mitraniketan*

To make each unit self sufficient, skilled people can be hired from outside and products can be made in a cost effective manner. There is a potential for producing and selling more agricultural inputs because *Mitraniketan* has a lot of visitors. Trained students can be appointed as apprentice trainees so that they can learn and *Mitraniketan* get the service.

Suggestions to move towards financial sustainability

To move on to sustainability, some of old philosophies of charity should be rejected. There must be some new business models and typical entrepreneurial approaches for at least some units of the voluntary organisation. There should be product based production units under trained personnel. A professional marketing manager should be appointed and regular production be taken up for uninterrupted supplies and sales. The entire community can be utilized as an '*eco-campus*' for experiential learning by outsiders. This can also expanded so that some income can be generated.

Conclusion

It can be concluded that rural extension sub centres can be up scaled as they cater successfully to the needs of the farmers in remote corners of rural India. Business mode approaches in selected units of *Mitraniketan* can help it run more successfully as a social enterprise.

GENERAL DISCUSSION

Essentially, a social work organization working for agricultural and rural development usually puts people at the centre or core of their development initiatives. Then people's needs, people's support, people's resources and capacities will be assessed to formulate programmes that elicit people's participation and involvement for people-centric development.

When people-centric development is envisaged, it would be holistic in nature and may not overlook any of the clients and their needs. If people are the centre of attention, all the approaches would focus on people. People's capacity building would be enriched and people are provided an enabling leadership for the programmes in which they engage themselves and get empowered to manage their own organizations.

Thus people's participation was the crux of the process of holistic development. In Mitraniketan's social entrepreneurial activities, people's participation was given a bigger chair and formed the backbone of all its social work.

When a nursery school was started in Mitraniketan, the only contribution that Mitraniketan demanded from parents (for giving free education to their tiny tots) was one day's participation (in every month) in all activities of Mitraniketan. In this way, parents too started participating regularly in Mitraniketan's programmes and started owning it and had collective responsibility towards this social enterprise.

Philosophy of Social Enterprise

It takes a great personality like Padmashri K. Viswanathan to launch a social work organization through slow, steady, cautious, but firm measured little steps taking adequate care and caution for he was attempting to take care of the marginalized and neglected lot of the society, who have had bad experiences of maltreatment and feared outsiders. This basic philosophy of humaneness, pragmatism and perseverance was the bedrock of a social work organization that started slowly but steadily grew into a viable social enterprise.

Social work has its goal in serving the disadvantaged people, through voluntary services of people and through contributions of resources and time from general public.

Social entrepreneurship is an extension of social work where in a social worker attempts to create social value through entrepreneurial pursuits. He or she attempts to run the social entrepreneurial venture through balancing the cash flows smoothly from those profit making units and pursuits to those that provide free and totally sponsored services and pursuits. He would also attempt persuading the beneficiaries to share some of the costs incurred in providing a product or service. Thus a social entrepreneur adopts different strategies for running his social enterprise.

Like the proverbial Robin Hood, a social entrepreneur does not *'rob the rich to feed the poor'*, but actually earns income and profits and uses these profits to support the poor and disadvantaged.

Gandhiji had said *"by education I mean an overall all-around drawing of the best in child and man in body, mind and spirit"*. This concept of education had inspired Viswanathan. He understood that key to development is within people and educating and giving training for skill development will only help people to realize their hidden potential. So he started his efforts by providing tuitions (supplementary education) to children who could not afford formal education. Residential education systems of *Mitrani Ketan* which resemble ancient *Gurukul* system provided rural children and youth a platform for enhancing knowledge and upgrading their life skills. Participatory development approach has been adopted in all educational activities from nursery school to *Mitrani Ketan* People's College.

Rural development efforts need to focus on all sections of people in society. *Mitraniketan* through its efforts try to uplift children, rural youth, farmers, women, rural artisans, etc. These beneficiaries go back to their villages and participate in developmental activities, local governance, mobilizing people, etc. They are able to earn a better standard of living and they spread the values inculcated in them. All these contribute to overall development of society with a multiplier effect.

Simple and cost effective technology is very important for enhancing the productivity of rural community. Rural Technology Centre of *Mitraniketan* was established to develop tools & equipments that are: simple in construction, easy in operation, making it suitable for women, children etc, easy to replicate, cost effective, reduce drudgery, to attract youth towards farming, and employment generation by manufacturing of the equipments. This type of approach in technology generation can make technology integration easier, provided adequate efforts are taken for commercialization of technology.

An approach is a style of action within a system. It is more like a doctrine for the system which informs, stimulates, and guides such aspects of system as its structure, its leadership program, its resources and its linkages (Axinn, 1988). Rural Extension Sub Centre model is employing locally recruited field personnel for disseminating farm technologies. It could serve the remotest farmer where formal extension could not reach because of inadequate resources. RESCs are charging an affordable price for the services. Here, both farmer and extension agent are mutually benefitted. Axinn (1988) describes cost-sharing approach as an alternative extension approach in which sharing a part of the cost of agricultural extension by farmers will increase its effectiveness and enhances ownership among clientele. This is what was really happening in the case of RESCs of *Mitraniketan*.

An entrepreneur evaluates his project in terms of the net profit he could earn. But a social entrepreneur cannot evaluate his project in pure monetary terms. Evaluation of a social entrepreneurship is done in terms of its social return. Impact of *Mitraniketan* was measured in terms of its focus on humanness, sustainable developmental efforts through developmental education, skill development, mobilizing people and employment generation through various entrepreneurial opportunities.

Mitraniketan has adopted four different strategies for managing their finances and fund flows from one unit to another, thereby helping to achieve both social charity objectives (no market) as well as cost-sharing (no-loss no-profit), and profit making objectives of the social enterprise, without jeopardizing the sustainability of the voluntary organization. The project approach was providing funds from sponsoring agencies, and the educational tourism model was providing adequate donations for meeting expenses of free boarding and free education for tribal children. Thus *Mitraniketan* was able to balance its strategies for efficient financial management of the social enterprise.

Among the major constraints, inability to retain the trained MPC graduates on voluntary basis and lack of funds for providing attractive and competitive salaries to staff were the most significant one coming in the way of effectiveness of *Mitraniketan*.

Thus, it can be concluded that the general decline in the ideals of voluntarism in the society, and rising aspirations of present day youth for better wages and better living standards were playing a crucial role in the performance of Mitraniketan. The changing times demand that Mitraniketan need to move forward with a new vigour and enthusiasm for earning more profits for ensuring their sustenance as well as for continuing with its philanthropic ideals of social transformation, free education and capacity building of downtrodden to enable them succeed in life.

SUMMARY AND CONCLUSIONS

While *Mitraniketan* is providing laudable social service to the community over the last five decades, especially in agricultural and rural development sector, it is worth noting that the NGO is able to sustain its various activities over a period of time through some specific strategies of arranging continuous flow of funds for their philanthropic social work as well as developing committed social workers in the form of veterinary assistants, teachers, and other work force needed to support their field activities. Although *Mitraniketan* was started as a social work organization in the mid 1950s, with the help of voluntary contributions (in terms of money, time and efforts) from many friends and local people, it survived and gradually evolved itself into a viable social enterprise over the years and continues, to serve the people to this date.

A cursory look into their activities for improvement of agriculture and allied enterprises of local people revealed a new alternative extension approach being in operation. Hence, the researcher's natural curiosity brought out a few questions: How did *Mitraniketan* sustain its education and training activities? How could *Mitraniketan* elicit people's participation in all its activities? What are the technological innovations and new alternative extension approaches that *Mitraniketan* evolved over time? How could *Mitraniketan* strike a reasonably good balance between their philanthropic social work and social entrepreneurial pursuits? Keeping these research issues in

mind, a research investigation was planned with the overall objective of analyzing the contribution of *Mitraniketan* as a social enterprise to the all round development of rural areas of Vellanad in Kerala, in addition to maintaining its own survival and sustenance. However, the specific objectives are as under:

Specific Objectives

1. To examine the social and philosophical bases of establishing and running of *Mitraniketan*
2. To analyze the technological innovations and alternative extension approaches evolved by *Mitraniketan* for people-centric holistic growth and sustainable development of rural areas
3. To measure the socio-economic impact of *Mitraniketan's* efforts on agricultural and rural development
4. To analyze *Mitraniketan's* efforts in balancing the *non-profit* social charity and for-profit & earned-income strategies of their social venture
5. To analyze the constraints in running a voluntary organization as a social enterprise venture
6. To suggest a strategy for up scaling *Mitraniketan* model of social entrepreneurship.

Research Methodology

The study was conducted in Thiruvananthapuram district of Kerala state where *Mitraniketan* is located. In depth interview was conducted and open ended questions were incorporated in the schedule. Focused group discussion was conducted with founder director and key stake holders. A sample of 80 beneficiary farmers was selected for data collection through stratified random sampling from four villages in two blocks of one district, Thiruvananthapuram.

A Sample of 30 staff members who were involved in various activities of *Mitraniketan* was interviewed for purpose of analyzing the constraints faced in running the social enterprise. 10 Rural Extension Sub Centre workers were also interviewed to analyze the alternative extension approaches. To measure the socio-economic impact an index was developed by combining the weighted scores on 10 impact parameters. The focus was on four components: impact on people's

participation, capacity building, economic impact, and socio-political impact. In total there were 10 sub-components that dealt with aspects of impact of *Mitraniketan* on agricultural and rural development. In addition, the various units of *Mitraniketan* were studied for their efforts in balancing the *non-profit* social charity and *for-profit & earned-income* strategies of their social venture, the constraints faced in running *Mitraniketan* as a social enterprise.

Major Findings

Social and philosophical bases of establishing and running of Mitraniketan

- ***The Social Basis:*** Mr. K. Viswanathan was a Gandhian, who actively took part in the Freedom Movement. The social basis behind establishing *Mitraniketan* was social transformation and reforms through dedicated social work. He adopted pragmatic and realistic approaches and tried for moving towards financial sustainability through internally generated income which is the basis of social entrepreneurship
- ***Philosophical Basis:*** Self help; a Gandhian principle was adopted as philosophy of *Mitraniketan's* efforts in agriculture and rural development. 'Education for life' skills were applied in its continuous evolution over the years. He emphasized on *Institution Building* so that the developmental activities got organized and regularized. Another principle was 'Utilitarianism': '*maximum good for maximum number*' by applying and refining technologies in its Rural Technology Centre, *Mitraniketan* People's College and Krishi Vigyan Kendra.
- Started with supplementary education, using community resource persons, cultivation of barren lands, cattle improvement through artificial insemination (AI), skill up gradation of rural youth, mobilizing people through cooperative societies, he forged a new stable equilibrium that released the trapped potential of targeted group ensuring a better future for the targeted group and even for the society at large.

Technological innovations and alternative extension approaches evolved by *Mitraniketan*

- *Mitraniketan* had evolved many technologies over the years and also had applied available technologies to the new situations. Technologies generated included agricultural implements, tools and techniques for drudgery reduction, and improved tools for farmers and rural artisans, growing cauliflower in plains during cool season, stingless honey bee keeping, vermi-composting, mushroom cultivation, etc.
- A successful alternative extension model evolved by *Mitraniketan* was its Rural Extension Sub Centers with *paravet* professionals, which provided artificial insemination services and other inputs to farmers who were unreached by formal institutions. In addition, cost-sharing approach was followed in MPC, and participatory approach through participation of parents in the activities of Nursery school for one day in a month, were some other innovative extension approaches adopted by *Mitraniketan*. Various units of *Mitraniketan* served clientele like farmers, farm women, old people, youth, tribal children, and rural artisans.

Socio-economic impact of *Mitraniketan's* efforts on agricultural and rural development

- Socio-economic impact was assessed using an impact index developed especially for the study, which consisted of ten impact indicators. The results revealed that the impact of *Mitraniketan* was very high on the lives of the beneficiaries as it encompassed holistic development touching all aspects of the lives of different client groups in the village: farmers, women, youth, and children.

***Mitraniketan's* efforts in balancing the *non-profit* social charity and for-profit & earned-income strategies of their social venture**

- Over the years *Mitraniketan* had adopted different social entrepreneurial approaches for balancing the *non-profit* social charity and *for-profit & earned-income* strategies. It included no market approaches for schools, limited market approaches for *Mitraniketan* People's college, no profit no loss approaches for some of the production units and profit making approaches for other economically viable units.

Analysis of the constraints in running a voluntary organization as a social enterprise venture

- Nearly 97 per cent of respondents identified scarcity of skilled man power as the major constraint. Lack of financial self sufficiency due to limited income generation, an inherent problem in any voluntary organization, was identified as the next severe constraint. Even though some production units were working effectively, lack of proper marketing strategy was making them as less profitable units. Seventy-three percent of respondents perceived lack of commercialization of technological innovations of the organization as a constraint in running *Mitraniketan*. This problem arises due to the absence of a professional marketing manager, as well as adequate skilled technicians for quality production.

Strategy for up scaling *Mitraniketan* model of social entrepreneurship

- Rural Extension Sub Centers (RESCs) could be up scaled through extending their services to more villages and by diversifying into providing more inputs services and better training and capacity building initiatives. Business development solutions in certain selected units can help gear up financial self sufficiency. Apprentice training and out sourcing of some of the works can help in cost reduction. Now *Mitraniketan* need to re-innovate itself and forge ahead with greater impetus to impact people's lives across villages of Kerala.
- The *Mitraniketan* model can be up scaled by incorporating some of the successful rural extension sub-centers and strengthening them with rural technology centers for generating and diffusing appropriate technologies to cater to the needs of local clientele. Over a period of time, these RESCs would become *Mini-Mitraniketans* working under the umbrella of *Mitraniketan* of Vellanad.

Specific Suggestions arising out of the study for up scaling *Mitraniketan*

- Terminate all those units which are running in loss
- Try to rejuvenate units which can be made profitable
- Strengthen the production units which are generating surplus income
 - Invest more money in those units
 - Employ well trained skilled labour
 - Employ a business manager

- Diversify the products
 - Establish 'Mitra' brands
 - Expand the marketing outlets throughout Kerala, then slowly to national and international level
 - Give regular training to employees
 - Change the strategy according to market demand
 - Run it as a true enterprise
 - Make a revolving fund out of surplus income generated.
- Allow voluntarism to grow in all terms-quality and quantity
 - Provide better accommodation and nutritious food to children
 - Enroll needy children who cannot really afford the education
 - Take care of their health, hygiene and sanitation
 - Provide an environment for overall development
 - Try to develop/motivate, leaders/managers that can help run *Mitraniketan* efficiently, try to mobilize like-minded people who are ready to work for the betterment of society.
 - Go for participatory goal setting; include all beneficiaries- students, consumers, employees, managers- while setting organizational goal.
 - Utilization of existing resources through commercial farming
 - Avail technical advice from KVK, Core Support Group in utilizing own lands productively.
 - Do organic farming, get certification and export the products
 - Contract farming can also be tried

Implications

- Non-government organizations (NGOs) can be encouraged to work with government agencies through public private partnership for ensuring socio-economic growth in rural areas.
- Rural extension sub centre approach can be up scaled by other agencies working for agricultural and rural development.
- Improvement in the overall standard of living of rural people can be achieved through improvements in technology adoptions, value addition, and agro processing thereby enhancing their incomes.
- Since NGOs working in rural areas have already got good popular support in rural areas, collaborative programmes can be taken up for attaining greater impact on people's lives.

- NGOs with enriched knowledge of grass root level issues and opportunities may be encouraged to participate in policy making and drafting action plan and strategies for development.

Recommendations

- The development professionals working in the sector of agriculture and rural development may be provided adequate training in social entrepreneurship in order to encourage them to enhance people's participation and attain maximum benefit-cost ratio for their development schemes.
- A new action plan may be devised by Planning Commission and to identify few NGOs working in backward districts and support them as social enterprises for a project on enhancing rural livelihood security and food and nutrition security.
- Education department may be encouraged to study the model of *Mitraniketan* People's college for ensuring capacity building among rural youth.

Suggestions for Future Research

- The study of social entrepreneurial activities can be done through some longitudinal studies using specific tools of social return on investment (SROI).
- In order to assess the tangible benefits accrued to people through technology diffusion and adoption, a large scale study of farmers may be conducted.
- Management of social enterprise requires application of advanced management tools and techniques. Specific case studies may be developed to highlight specific management functions and recommended strategies for successful management.
- A participatory action research study can be taken up to help understand the process of managing social entrepreneurial activities and balancing *non-profit*, and *for-profit* financial management strategies of *Mitraniketan*.

Social Entrepreneurship for Agricultural and Rural Development in Kerala:

An Analytical Study of *Mitraniketan*

Abstract

In an analytical study conducted in *Mitraniketan* in Vellanad in Kerala on *Social Entrepreneurship for Agricultural and Rural Development* the key research issues that the research study addressed were social and philosophical bases of establishing and running of *Mitraniketan*, technological innovations and alternative extension approaches evolved by *Mitraniketan*, socio-economic impact of *Mitraniketan*'s efforts on agricultural and rural development, *Mitraniketan*'s efforts in balancing the *non-profit* social charity and *for-profit* & earned-income strategies of their social venture, and constraints in running a Social Enterprise. At the end suggestions for up scaling *Mitraniketan* model were given.

Mitraniketan was started by Mr. K. Viswanathan a Gandhian in Vellanad of Thiruvananthapuram. He was influenced by role models like Mahatma Gandhi, Tagore, Gruntwig and Arthur Morgan. People in the Vellanad were facing severe problems of poverty unemployment during 1950s. Viswanathan responded to those unjust equilibrium and started providing supplementary education to children. Then he concentrated on economic empowerment of community. Later efforts were done for skill up gradation and development education. Over the years they developed strategy for making the organization sustainable through continuously evolving appropriate technological innovations and participatory extension approaches.

Mitraniketan had developed a successful two step model of extension known as Rural Extension Sub Centre for providing veterinary artificial insemination services and other inputs to farmers. Over the years various units of *Mitraniketan* had developed many technologies for agriculture and rural development. Those technologies can be utilized for betterment of people through value addition and commercialization.

Socio-economic impact was assessed using an impact index developed especially for the study, which consisted of fifteen impact indicators. The results revealed that the impact of *Mitraniketan* was very high on the lives of the beneficiaries as it encompassed holistic development touching all aspects of the lives of different client groups in the village: farmers, women, youth, and children.

Mitraniketan had adopted a strategy of funding its '*no market*' (philanthropic) services through a mix of internally generated income and funds from outside. Non availability and poor retention of skilled employees and lack of financial self sufficiency were identified as the major constraints in running organization as a social enterprise. Rural

Extension Sub Centers could be up scaled through extending their services to more villages and by diversifying into more services and better training and capacity building initiatives. Business development solutions in certain selected units can help gear up financial self sufficiency. Apprentice training and out sourcing of some of the works can help in cost reduction. Now *Mitraniketan* need to re-innovate itself and forge ahead with greater impetus to impact people's lives across villages of Kerala.

केरल में कृषि एवं ग्रामीण विकास के लिए सामाजिक उद्यमशीलता : मित्रनिकेतन का एक विश्लेषणात्मक अध्ययन

सारांश

कृषि एवं ग्रामीण विकास के लिए सामाजिक उद्यमशीलता विषय पर केरल के वेलानॉड, मित्रनिकेतन में एक विश्लेषणात्मक अध्ययन का आयोजन किया गया जिसमें मित्रनिकेतन की स्थापना और उसे चलाने के सामाजिक तथा दार्शनिक आधार, मित्रनिकेतन द्वारा प्रौद्योगिकीय नवीन परिवर्तन और वैकल्पिक प्रसार एप्रोच, कृषि एवं ग्रामीण विकास पर मित्रनिकेतन द्वारा किए गए प्रयासों का सामाजिक आर्थिक प्रभाव, गैर लाभगत सामाजिक चैरिटी और लाभ के लिए तथा उनके सामाजिक प्रयासों की अर्जित - आय कार्यनीतियों के संतुलन के लिए किए गए मित्रनिकेतन के प्रयासों तथा सामाजिक उद्यम चलाने में सामने आने वाली बाधाओं जैसे अनुसंधान मुद्दे उक्त अध्ययन में शामिल थे। अन्त में, मित्रनिकेतन मॉडल की बढ़ोतरी के लिए सुझाव दिए गए।

मित्रनिकेतन की शुरुआत तिरुवनंतपुरम् के वेलानॉड में एक गांधीवादी श्री के. विश्वानाथन द्वारा की गई। श्री विश्वानाथन, महात्मा गांधी, टैगोर, ग्रंटविग तथा आर्थर मॉर्गन जैसे अनुकरणीय व्यक्तियों से प्रभावित थे। 1950 के दशक के दौरान वेलानॉड निवासी गरीबी और बेरोजगारी जैसी समस्याओं से अत्यंत पीड़ित थे। श्री विश्वानाथन ने इस असंतुलन पर ध्यान देते हुए बच्चों को अनुपूरक शिक्षा प्रदान करने की शुरुआत की। उसके उपरांत उन्होंने समुदाय की आर्थिक शक्ति पर अपना ध्यान केन्द्रित किया। बाद में उन्होंने अपने प्रयासों को वर्गीकरण तथा शिक्षा विकास को बढ़ाने की ओर मोड़ा। वर्षों की मेहनत के पश्चात् उन्होंने समुचित प्रौद्योगिकीय नवीन परिवर्तनों और भागीदारी प्रसार एप्रोच को लगातार विकसित करते हुए संगठन को टिकाऊ बनाने के लिए कार्यनीति विकसित की।

मित्रनिकेतन द्वारा प्रसार के दो सफल मॉडल विकसित किए गए जिन्हें कि पशु-चिकित्सा कृत्रिम गर्भाधान सेवाएं और किसानों को निवेश सेवाएं प्रदान करने के लिए ग्रामीण प्रसार उप-केन्द्र के रूप में जाना जाता है। वर्षों के उपरांत मित्रनिकेतन की विभिन्न इकाइयों द्वारा कृषि एवं ग्रामीण विकास के लिए अनेक प्रौद्योगिकियां विकसित की गईं जिनका उपयोग मूल्य संवर्धन एवं व्यवसायीकरण के माध्यम से लोगों की बेहतरी के लिए किया जा सकता है।

अध्ययन के लिए विशेष रूप से विकसित एक प्रभावी सूचकांक जिसमें कि 15 प्रभावी संकेतक सम्मिलित थे, का उपयोग करते हुए सामाजिक आर्थिक प्रभाव का मूल्यांकन किया गया। परिणामों से पता चला कि लाभान्वित व्यक्तियों के जीवन पर मित्रनिकेतन का अत्याधिक प्रभाव था। क्योंकि इसमें गांव के विभिन्न उपभोक्ता वर्गों तथा किसान, महिलाओं, युवकों और बच्चों के जीवन के सभी पहलुओं को शामिल करते हुए समग्र विकास किया गया था।

मित्रनिकेतन द्वारा आन्तरिक रूप से सृजित आमदनी और बाह्य स्रोतों से अर्जित फंड को मिलाकर “कोई बाजार नहीं (No Market)” (लोकोपकारी) सेवाओं को धन आबंटित करते हुए एक कार्यनीति अपनाई गई। सामाजिक उद्यम के रूप में संगठन को चलाने में सामने आने वाली बाधाओं के रूप में कुशल कर्मचारियों की गैर उपलब्धता तथा उन्हें रोके रखने में परेशानी और वित्तीय स्वतः आत्मनिर्भरता की कमी को पहचाना गया। अधिक गांवों तक अपनी सेवाओं का विस्तार करके और कहीं अधिक सेवाओं में विविधीकरण करके तथा बेहतर प्रशिक्षण एवं क्षमता निर्माण पहल के माध्यम से ग्रामीण प्रसार उप केन्द्रों के स्तर को बढ़ाया जा सकेगा। निश्चित चयनित इकाइयों में व्यवसाय विकास समाधान से वित्तीय आत्मनिर्भरता हासिल करने में मदद मिल सकती है। प्रशिक्षु, प्रशिक्षण तथा कुछ कार्यों की आउट सोर्सिंग से भी लागत घटाने में मदद मिल सकती है। अब मित्रनिकेतन को स्वयं का पुर्नउद्धार करने और केरल के गांवों में लोगों के जीवन प्रभाव डालने में कहीं अधिक प्रोत्साहन के साथ आगे बढ़ते जाने की जरूरत है।

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Appendix I

Schedule for Founder Director and other Founder Members of *Mitraniketan*

1. Name.....
2. Age
3. Education
4. Designation.....
5. Experience.....
6. When did you get the idea for such a thing called *Mitraniketan*, ***Abode of Friends?***
7. When did you first get in touch with *Mitraniketan*, as a founder member?
8. In what ways did you initially associate with the activities of *Mitraniketan*?
9. Please share with us your personal experiences and memories of *Mitraniketan*?

Mitraniketan: The Beginning

10. What was your family background?
11. What was the socio-economic condition of Kerala during 1950s?
12. What were the problems faced by people during that period?
13. Were there any special problems that people of Vellnad area faced?
14. Can you explain your relationship with social activists, Freedom fighters and thinkers?
15. What did inspire you to react? What was your philosophy/vision for rural development?
16. Do you have any role model? Who had all inspired you to take such a social venture?
17. What places did you visit and what new ways and models of development did you learn?
18. What are the policies of *Mitraniketan*? How did these policies evolve over the years?
19. What is the social basis, and philosophy behind establishing and running of *Mitraniketan*?
- 20.

Financing *Mitraniketan*

21. What were the initial sources of income for starting and running *Mitraniketan*?
22. How did people react when you first started the *Mitraniketan*?
23. What about voluntarism and foreign aid?
24. Where from did you get your regular supply of funds for running *Mitraniketan*?
25. How was people's reaction, initially? Did they contribute funds?
26. When and how did you start charging people for services?
27. How did you move from giving *charity & dole* to *making people pay* for services?
28. Has the survival and sustenance of *Mitraniketan* posed any problems? How did you manage?
29. What new steps did you take for efficient financial management of *Mitraniketan*?

Moving on to a second phase in *Mitraniketan*

30. What did inspire you to diversify the programmes of *Mitraniketan*?
31. What do you think about the concept of Social Entrepreneurship?
32. How did you achieve balancing the *non-profit* social charity with *for-profit* ventures?
33. How did the concept of Rural Extension Sub-Centre evolve?
34. How did you manage to get projects sanctioned from different funding agencies?
35. How did you develop collaborative activities with several development agencies?
36. How did you manage to get international aid and visiting scholars from abroad?
37. How did the concept of Educational Tourism evolve at *Mitraniketan*?

***Mitraniketan*: The Outcomes**

38. What technological innovations were developed at *Mitraniketan*?
39. Mention any FIVE key flagship innovations that showcase *Mitraniketan*.
40. What alternate extension approaches were developed at *Mitraniketan*?

41. How did these extension approaches evolve over a period of time?
42. How did *Mitraniketan* elicit people's participation? How did it address people's needs?
43. How did *Mitraniketan* help for agricultural and rural development in Kerala?
44. What are the socio-economic and ecological impacts of *Mitraniketan* on people's lives?
45. Mention any FIVE key outcome indicators that showcase *Mitraniketan*'s achievements in integrated agricultural and rural development in Kerala.
46. Have you ever attempted to get social audit done for *Mitraniketan*?
47. What impact indicators would you suggest that represent the contribution of *Mitraniketan* for the overall development of Vellanad area?

***Mitraniketan*: Constraints and Future Strategies**

48. What major problems did *Mitraniketan* face in the initial years?
49. How did you manage financial issues? How did you balance *no-profit activities* and *for-profit activities* and strategies in managing *Mitraniketan*'s funds?
50. What constraints do you face **now** in running *Mitraniketan* as a Social Enterprise?
51. In what ways do you think that this social enterprise of *Mitraniketan* can be improved?
52. Do you think that this model of *Mitraniketan* can be duplicated elsewhere? If yes, how?
53. In your opinion, what should be the strategies for **up scaling** *Mitraniketan* model of social Entrepreneurship?
54. What future actions would you envisage for *Mitraniketan* in the next five-ten years?

Appendix II

Interview Schedule for Beneficiaries

Personal characteristics Respondent No: _____

Village: _____ Block: _____

Name: _____ Age: _____ Caste: _____

Religion: _____ Family type: Nuclear/Joint Family size: _____

Type of house: _____

Educational Status : Illiterate /Functionally literate /Primary School /U P School
/High School /Pre Degree / Equivalent College Degree /Post
graduate Degree

Occupation (main): _____ Occupation (secondary): _____

Land holding: _____

Land leased in: _____: Irrigated land: _____ Irrigation source: _____

Field Crops grown: Virippu: _____ Mundakan: _____

Puncha: _____

Plantation Crops: Rubber: _____ Areca nut trees: _____ Coconut trees: _____

Nutmeg: _____

Banana: _____ Red Banana:: _____

Fruit Trees: _____

Spices: Pepper: _____ **Ginger:** _____ **Any other:** _____

Vegetables: _____

Medicinal Plants in the Homestead: _____

Cattle: _____ **Cows:** _____ **Goats:** _____ **Poultry birds:** _____

Sources of Family Income: _____ Annual Family
Income (Rs.): _____

Earning Members in Family: _____ Family Labour available:

Farming Experience: _____ years

Social participation (Mention the name of the social organizations that family members participate)

	Farming group membership	Other organizational membership
Not a member in any organisation		
Member		
Office bearer		
Active participant		

Participation of farmer in *Mitraniketan*

Sl. No.	Name of member	Age	Educational qualification	Unit of <i>Mitraniketan</i> associated with	Volunteer	Beneficiary
1.						
2.						
3.						
4.						
5.						

When did you come in contact with *Mitraniketan*: _____ years back

What benefits did you receive from *Mitraniketan*:

In what ways did you contribute to *Mitraniketan*:

What do you feel about *Mitraniketan*'s efforts in agricultural and rural development:

Technological innovations developed by Mitraniketan: Please give your response in the appropriate column against the following statements.

Technological innovations in **farm sector** by Mitraniketan

Technological Innovation	Relative Advantage			Complexity			Compatibility			Triability			Observability		
1.	H	M	L	H	M	L	H	M	L	H	M	L	H	M	L
2.															
3.															
4.															
5.															
6.															

H=high, M=medium, L=low

Increase in productivity

No	Crop	Yield/ha(before adoption)	Yield/ha(after adoption)

Please choose the appropriate item from among the various items under each impact indicator that represents your response on impact of *Mitraniketan*

No.	Impact Indicators	Please Tick (✓)
1.	Duration of contact with <i>Mitraniketan</i>	
	One year	
	Two-three years	
	Five years	
	Ten years	
	Fifteen years	
	20 and >20 years	
2.	Participation in and voluntary contribution to <i>Mitraniketan</i>	Please Tick (✓)
	Assured and regular participation	
	Actively associated	
	Became a Community Resource Person (CRP)	
	Started an enterprise to support input & service supplies for <i>Mitraniketan's</i> development programmes	
	Became a partner in agricultural development	
3.	Empowerment of women through <i>Mahilasamajam</i>	Please Tick (✓)
	No specific change in women's status	
	Women started participating in <i>Mitraniketan</i>	
	Women learnt new skills and feel proud of their acquired skills	
	Women started self help groups and shared their savings	

	Women have started their own small enterprises	
	Women have taken up some leadership responsibilities of organising mutual help and cooperation	
4.	Reaching the unreached through Rural Extension Sub-Centre (RESC)	Please Tick (√)
	Only AI services to limited clients	
	AI services and veterinary services increased	
	Cattle improved and milk production has increased and resulted in higher real incomes	
	RESC staff were empowered with economic and social growth	
	RESC has served the input needs of farmers	
	RESC is running very well and expanded and diversified its services and input supplies	
5.	Development education for life through skill training	Please Tick (√)
	Free schooling for tribal children	
	Children have acquired life skills and developed positive orientation towards life	
	The skill training through various units of <i>Mitraniketan</i> were very useful to the graduates of <i>Mitraniketan</i> People's College (MPC)	
	There is an increasing demand for MPC graduates as they get adequate skill training at <i>Mitraniketan</i>	
	Many graduates of MPC enjoy a good quality of life	
6.	Benefits accrued through adoption of technological innovations	Please Tick (√)
	No benefits accrued	
	Moderate change in agricultural production	
	Heavy reduction in costs of cultivation	
	Enhanced production and increase in real income	
	Started one's own Rural Extension Sub Centre (RESC)	
7.	Household food and nutrition security ensured through <i>Mitraniketan</i> efforts	Please Tick (√)
	Creating awareness for food and nutritional security	
	To a little extent (by introducing vegetables in homesteads)	
	To a moderate extent (by including diverse crops in homesteads)	
	To a higher level (by ensuring surplus production and consumption)	
	Completely ensured and got surplus food and buffer stocks	

8.	Satisfaction with <i>Mitraniketan</i> efforts	Please Tick (√)
	Not at all satisfied	
	Moderately good	
	Very good	
	Excellent	
	Extra-ordinary and Exemplary	
9.	<i>Mitraniketan</i>'s visibility enhanced through educational tourism	Please Tick (√)
	Educational tourism is a novel idea but did not yield results	
	Many foreigners have interacted with <i>Mitraniketan</i> community through this educational tourism	
	<i>Mitraniketan</i> has become so famous abroad that attracted European tourists to visit <i>Mitraniketan</i>	
	Through the concept of Educational Tourism, <i>Mitraniketan</i> has succeeded in attracting foreign tourists who bring along dollars with them for supporting <i>Mitraniketan</i> 's efforts.	
	The scheme of Educational Tourism has become a good source of financial support for <i>Mitraniketan</i> 's philanthropic activities	

10.	Impact on leadership and local governance	Please Tick (√)
	No impact of <i>Mitraniketan</i> was seen on local governance	
	New leadership qualities have been acquired by MPC graduates	
	The friends of <i>Mitraniketan</i> have started working along with <i>Mitraniketan</i> by assuming new responsibilities of leading their own villagers for community participation in development.	
	MPC graduates have started village development on their own initiatives	
	Some of the MPC graduates have become Panchayat members and Presidents and took upon development works adhering to the philosophy of people-centric holistic development	

Constraints faced by beneficiaries in the *Mitraniketan*'s activities

Suggestions for improvement of *Mitraniketan*'s activities:

Appendix III

Interview Schedule for Staff

1. Name Age
2. Education Designation.....
3. Unit Activities under the unit.....
4. Beneficiaries of the activities
5. Please mention Technological Innovations generated by the unit

a) Farm Sector

No	Description	Purpose
1		
2		
3		
4		
5		

b) Non Farm Sector

No	Description	Purpose
1		
2		
3		
4		
5		

6) Please mention Alternative Extension Approaches of *Mitraniketan*.

Alternate Extension Approach	Purpose and Need

7) Social-Entrepreneurial Approaches to Solving Social Problems

Approach	Statements	Answers
No Market Approach	1) What are the services provided by <i>Mitraniketan</i> in which beneficiaries are unable to pay for it? 2) Mention source of funding for such activities? 3) Mention average cost incurred per year for each activity? 4) Enlist the constraints in running such activities?	
Limited Market Approach	1) What are the services provided by <i>Mitraniketan</i> in which beneficiaries have some ability to pay for it? 2) Mention the kind of earned revenues in each activities 3) Mention average cost incurred per year for each activity? 4) Enlist the constraints in running such activities?	
Low-profit Market Approach	1) What are the services provided by <i>Mitraniketan</i> in which beneficiaries have the potential to pay full cost? 2) Mention net profit generated per year for each activity? 3) Enlist the constraints in running such activities?	
Others		

8) Please mention constraints in running *Mitraniketan* as a Social Enterprise venture

No.	Area	Constraints
1.	Situational factors and village group dynamics	
2.	Capabilities of field functionaries and infrastructure Problems	
3.	Financial Problem	
4.	Research and development	
5.	Technical Issues in implementation	
6.	Balancing strategies (between for-profit & no-profit)	
7.	Others	

9) Suggestions for improvement of *Mitraniketan*:

10) Suggestions for up scaling the model of *Mitraniketan* model of development

Appendix IV

Scoring Pattern for Impact Indicators for measuring Impact of *Mitraniketan*

No.	Impact Indicators	Weighted Score
A	Impact on People's Participation	40
1.	Duration of contact with <i>Mitraniketan</i>	10
	One year	1
	Two-three years	2
	Five years	3
	Ten years	5
	Fifteen years	7
	20 and >20 years	10
2.	Participation in and voluntary contribution to <i>Mitraniketan</i>	10
	Assured and regular participation	2
	Actively associated	3
	Became a Community Resource Person (CRP)	5
	Started an enterprise to support input & service supplies for <i>Mitraniketan's</i> development programmes	8
	Became a partner in agricultural development	10
3.	Empowerment of women through <i>Mahilasamajam</i>	10
	No specific change in women's status	0
	Women started participating in <i>Mitraniketan</i>	2
	Women learnt new skills and feel proud of their acquired skills	4
	Women started self help groups and shared their savings	6
	Women have started their own small enterprises	8
	Women have taken up some leadership responsibilities of organising mutual help and cooperation	10
4.	Reaching the unreached through Rural Extension Sub-Centre	10
	Only AI services to limited clients	0
	AI services and veterinary services increased	2
	Cattle improved and milk production has increased and resulted in higher real incomes	4
	RESC staff were empowered with economic and social growth	6
	RESC has served the input needs of farmers	8
	RESC is running very well and expanded and diversified its services and input supplies	10
B	Impact on capacity building	10
5.	Development education for life through skill training	10
	Free schooling for tribal children	2
	Children have acquired life skills and developed positive orientation towards life	4
	The skill training through various units of <i>Mitraniketan</i> were very useful to the graduates of <i>Mitraniketan</i> People's College (MPC)	6

	There is an increasing demand for MPC graduates as they get adequate skill training at Mitraniketan	8
	Many graduates of MPC enjoy a good quality of life	10
C	Economic impact	20
6.	Benefits accrued through adoption of technological innovations	10
	No benefits accrued	0
	Moderate change in agricultural production	3
	Heavy reduction in costs of cultivation	5
	Enhanced production and increase in real income	7
	Started one's own Rural Extension Sub Centre (RESC)	10
7.	Household food and nutrition security ensured through Mitraniketan efforts	10
	Creating awareness for food and nutritional security	1
	To a little extent (by introducing vegetables in homesteads)	3
	To a moderate extent (by including diverse crops in homesteads)	5
	To a higher level (by ensuring surplus production and consumption)	7
	Completely ensured and got surplus food and buffer stocks	10
D	Socio- political impact	30
8.	Satisfaction with Mitraniketan efforts	10
	Not at all satisfied	0
	Moderately good	3
	Very good	5
	Excellent	7
	Extra-ordinary and Exemplary	10
9.	Mitraniketan's visibility enhanced through educational tourism	10
	Educational tourism is a novel idea but did not yield results	2
	Many foreigners have interacted with Mitraniketan community through this educational tourism	4
	Mitraniketan has become so famous abroad that attracted European tourists to visit Mitraniketan	6
	Through the concept of Educational Tourism, Mitraniketan has succeeded in attracting foreign tourists who bring along dollars with them for supporting Mitraniketan's efforts.	8
	The scheme of Educational Tourism has become a good source of financial support for Mitraniketan's philanthropic activities	10
10.	Impact on leadership and local governance	10
	No impact of Mitraniketan was seen on local governance	0
	New leadership qualities have been acquired by MPC graduates	3
	The friends of Mitraniketan have started working along with Mitraniketan by assuming new responsibilities of leading their own villagers for community participation in development.	5
	MPC graduates have started village development on their own initiatives	7

	Some f the MPC graduates have become Panchayat members and Presidents and took upon development works adhering to the philosophy of people-centric holistic development	10
	Total Obtainable Score	100*

*Since the total obtainable score is 100, the total obtained score will be treated Impact Index score expressed as percentage of the total obtainable score.